



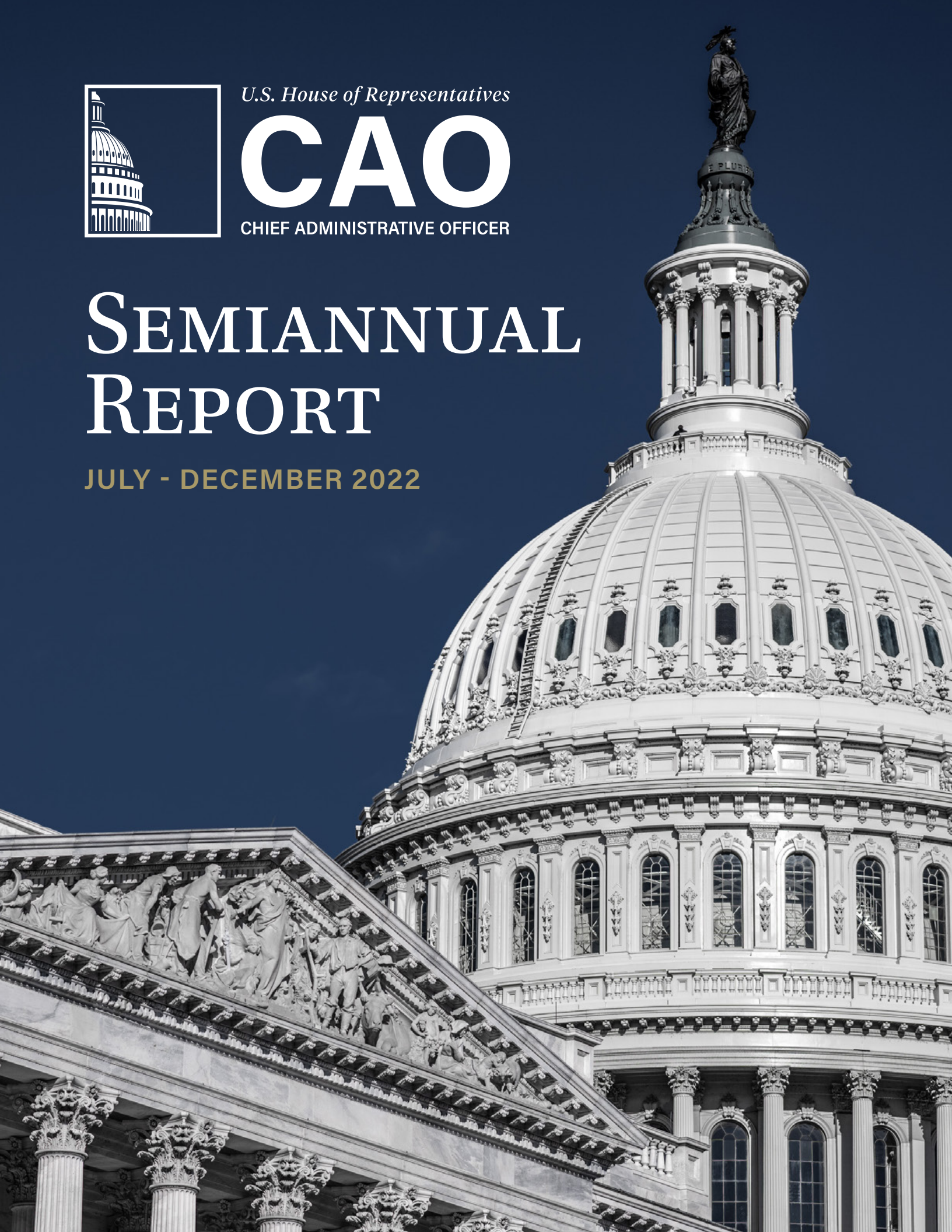
*U.S. House of Representatives*

**CAO**

CHIEF ADMINISTRATIVE OFFICER

# SEMIANNUAL REPORT

JULY - DECEMBER 2022





*"...The Chief Administrative Officer shall report to the Committee on House Administration not later than 45 days following the close of each semiannual period ending on June 30 or December 31 on the financial and operational status of each function under the jurisdiction of the Chief Administrative Officer. Each report shall include financial statements and a description or explanation of current operations, the implementation of new policies and procedures, and future plans for each function."*

*House Rule II 4(b)*

*117th Congress*



# CAO Mission

We serve the House community by providing administrative, technical, and operational solutions so Members can perform their Constitutional duties.



# CAO Vision

To be an essential resource for every Member of the People's House through outstanding customer experiences delivered by exceptional employees.



---

# Contents

<b>EXECUTIVE SUMMARY</b> .....	1
<b>HOUSE INFORMATION RESOURCES</b> .....	4
HOUSE DIGITAL SERVICE.....	4
HOUSE WEB SERVICES .....	5
ENTERPRISE ARCHITECTURE .....	6
CYBERSECURITY.....	6
ENTERPRISE APPLICATIONS .....	9
ENTERPRISE INFRASTRUCTURE AND TELECOMMUNICATIONS .....	10
ENTERPRISE MESSAGING AND MOBILITY .....	12
NETWORK ENGINEERING AND OPERATIONS.....	13
ENTERPRISE TECHNOLOGY SYSTEMS .....	13
IT CUSTOMER SOLUTIONS .....	14
PROGRAM MANAGEMENT .....	15
OPERATIONS AND QUALITY ASSURANCE .....	16
FURNITURE AND INVENTORY.....	16
<b>LOGISTICS AND SUPPORT</b> .....	16
ASSET MANAGEMENT .....	18
FURNISHINGS.....	19
LOGISTICS .....	20
OFFICE DESIGN AND MOVE SERVICES .....	22
ACCOUNTING .....	24
<b>FINANCE</b> .....	24
FINANCIAL COUNSELING .....	25
PAYROLL AND BENEFITS .....	26
FINANCE QUALITY ASSURANCE.....	29
CAPITOL SERVICE CENTER .....	30
CONGRESSIONAL STAFF ACADEMY .....	30
<b>CUSTOMER EXPERIENCE CENTER</b> .....	30
CUSTOMER ADVOCATES .....	36
CUSTOMER EXPERIENCE MANAGEMENT .....	38
CUSTOMER SERVICES .....	39
HOUSE CREATIVE SERVICES .....	41
SERVICE CONTRACT MANAGEMENT.....	42
MAILING SERVICES.....	43
<b>HOUSE RECORDING STUDIO</b> .....	44
<b>HUMAN RESOURCES</b> .....	46
OFFICE OF EMPLOYEE ASSISTANCE .....	47
HOUSE CENTER FOR WELL-BEING.....	48
FELLOWSHIP PROGRAMS.....	49
<b>CAO DIVERSITY AND INCLUSION PROGRAM</b> .....	50
<b>ACQUISITIONS</b> .....	51
SMALL PURCHASING GROUP.....	52
OFFICE SUPPLY STORE.....	52
HOUSE GIFT SHOP .....	52
<b>CHILD CARE CENTER</b> .....	53
<b>EMPLOYEE ADVOCACY</b> .....	55
BUSINESS CONTINUITY/DISASTER RECOVERY.....	58
<b>SOLUTIONS SUPPORT AND CONTINUITY OF OPERATIONS</b> .....	58
<b>COMMUNICATIONS AND MARKETING</b> .....	60
<b>BUSINESS TRANSFORMATION OFFICE</b> .....	63
<b>CAO STRATEGY OFFICE</b> .....	64
<b>BUDGET AND STAFFING CHARTS</b> .....	67

# Executive Summary

Throughout the past six months, the Office of the Chief Administration Officer (CAO) has continued to represent the best of what it means to work as “One CAO.” From managing the transition to the 118<sup>th</sup> Congress to supporting the House community as buildings fully reopened to the public after the COVID-19 pandemic, I am so proud that our CAO teams have continued to embody our mission to be Member Focused and Service Driven.

After the successful launch of Quill at the start of the 117<sup>th</sup> Congress, the House Digital Service worked diligently to ensure all Members-elect were automatically enrolled in Quill and staff had access to the training they needed to fully utilize the tool. As our organization prepares for the 118<sup>th</sup> Congress, the House Digital Service team is developing opportunities to elicit staff feedback, including the launch of listening sessions and advisory boards to better understand which tools and products can best support House offices.

As Members and their staff returned to campus, the IT Customer Solutions team launched the TechSOS Desk to provide in-person tech support on everything from mobile device and computer setup to email configuration and software applications. The team also officially launched the CAO Technology Partner+ Program during Transition, providing yet another in-House service avenue for technical support and system administrative needs.

Logistics and Support implemented new tools and processes for streamlining Transition operations and worked around the clock to move, refurbish, and dispose of furniture for House offices. In December alone, the team effectively cleared out 80 departing Member offices and moved a total of 15,568 furniture items for the 244 returning Members.



Catherine L. Szpindor, Chief Administrative Officer

The Office of Payroll and Benefits was an instrumental partner in helping the House community successfully navigate the 118<sup>th</sup> Transition, including freshman Member offices. In addition to managing the payroll and benefits of House offices under new regulations, the team was also able to successfully process 723 new House staff appointment packages for new Members. The Office of Payroll and Benefits also deployed its sustainable e-Form pilot program, which is expected to be rolled out to all House offices in 2023. This program will streamline the payroll transactions process for Members and their financial administrators.

The Congressional Staff Academy, as part of the CAO's modernization initiatives, deployed several strategic initiatives to enhance their professional development offerings and expand training opportunities with House partners. The team also launched a new educational video series, "Benita Knows Best," aimed at improving the onboarding experience of new hires and enhancing awareness of available federal employee benefits. As a result of their efforts, the Staff Academy website had over 2.5 million views.

To further supplement the evolving professional development needs of staff in all roles, the CAO Coach Program also hosted over 21 in-person and virtual programs, which were attended by over 2,562 staff. Their team of coaches conducted 511 one-on-one consultations with House staff.

The Customer Advocates successfully wrapped up their popular District Office Conference Program and, alongside other CAO departments, helped ensure a seamless transition by facilitating instrumental support for the departure of outgoing Member offices and the influx of new Members and their staff. In support of New Member Orientation, the Customer Advocates also led efforts to provide immersive learning experiences for new Members, covering topics such as office setup and administrative logistics to available CAO services and resources. Throughout the last six months of 2022, the Customer Advocates conducted over 600 meetings with office staff and liaised 3,722 requests.

First Call continued to serve as a frontline resource for the House community before, during, and after the Transition, fielding 1,616 customer service tickets and processing 1,061 passport applications.

House Creative Services provided photography coverage for several high-profile events, including the Congressional Tribute and Lying in Honor of Chief Warrant Officer Hershel Woodrow 'Woody' Williams; Ukrainian First Lady Olena Zelenska's address to Congress; the Condolences Book Signing for Queen Elizabeth; and the Joint Meeting of Congress with His Excellency Volodymyr Zelenskyy, President of Ukraine, and more.

Over the past six months, House Food Services collaborated with popular local vendors to introduce multiple pop-up offerings in the Longworth and Rayburn cafeterias. In addition, the team

installed a new custom-built, full-service espresso cart in the Cannon Rotunda that has generated steady sales and positive feedback.

In addition to a growing demand for in-studio recordings for Members, the House Recording Studio conducted more than 250 Committee hearings and markups that were broadcast, webcast, and archived in virtual, hybrid, and in-person formats.

During the second half of 2022, Human Resources continued to build upon the success of its Resume Bank platforms and the new House Human Resources Hub to offer the latest information for Member office career support and development.

The Office of Employee Assistance and House Center for Well-Being remained an essential resource for staff seeking personal and professional support services, with more than 3,000 counseling sessions held and more than 1,600 new well-being app user accounts registered.

Last but not least, the Communications and Marketing team continued to serve an instrumental role in amplifying awareness of the vast array of in-House services and resources provided by the CAO, including HouseNet, which continues to be a reliable, go-to resource for the House community.

As we look ahead to the 118<sup>th</sup> Congress, the CAO will continue its steadfast work to be Member Focused and Service Driven and deliver upon our commitment to improving service for the People's House with new, innovative solutions.



Catherine L. Szpindor  
Chief Administrative Officer



# House Information Resources

House Information Resources (HIR) is responsible for designing, securing, advancing, and supporting the vast array of data available on the House network.

## HOUSE DIGITAL SERVICE

Established in January 2022 to develop and incubate products and services that solve the unique technology challenges faced in Member, Committee, and Leadership offices, the **House Digital Service team** embraces the “product triad” competencies of user experience design, product management, and software development.

After collecting input and building out a product backlog, one of the first priorities identified by the team was the need for a tool to facilitate anonymized voting for caucus leadership elections. The House Digital Service team defined requirements, conducted market research, and procured a solution, which enabled the team to successfully facilitate leadership elections for eight caucuses during the early weeks of the Congressional Transition. The House Digital Service team is now conducting user research as it relates to Committee scheduling, vacation, and time tracking tools for Member offices in addition to solutions for improving Correspondence Management System data analytics.

Deployed by the House Digital Service team at the start of the 117<sup>th</sup> Congress, the Quill digital signing platform continues to serve as an essential tool for the House community. In support of Transition efforts, the team worked to ensure departing Members were able to export an archive of their letters as well as prepare for new Members of the 118th Congress. All Members-elect were automatically enrolled in Quill and have access to comprehensive educational resources and staff training. The platform is expected to reach peak usage during the upcoming FY2024 Appropriations cycle.



The House Digital Service launches its new website to increase awareness of its initiatives and solicit staff feedback.

Between July and December, the House Digital Service team also expanded its Robotic Process Automation (RPA) Program, which is aimed at automating manual and time-intensive tasks. Automations are now either in development or in production for every CAO business unit, including Acquisitions, the Customer Experience Center, Finance, House Information Resources, Human Resources, and Logistics and Support.

## HOUSE WEB SERVICES

Over the course of the last six months, the **House Web Services team** continued to modernize House websites with a focus on web accessibility. By the end of December 2022, the House Web Services team improved the accessibility of an additional 39 House office websites, achieving a compliance score above 90 percent and bringing the total number of compliant sites to 179. To help ensure modernized sites remain compliant, the team also expanded its continuous monitoring of

over 367 House websites using the House's third-party accessibility checker.

The House Web Services team also continued its work to ensure the Communicating with Congress platform operated without interruption in a hybrid remote posture, processing over 10 million messages between July and December. The team is currently collaborating with Advocacy and CMS vendors, along with other key stakeholders, to identify ways to strengthen how the platform can best deliver value to Members, constituents, and the advocacy community.

In preparation for the 118<sup>th</sup> Congressional Transition, the House Web Services team focused on supporting returning Member offices impacted by redistricting. The team also prepared for changes to all of the Committee and Leadership websites. In addition, the House Web Services team supported the setup of customized websites for all 74 new Member-elect websites. During New Member Orientation, and up until the final days before Swearing-In on January 3, 2023, the team ensured all customized features and pertinent Member data were successfully added to the Member-elect sites and conducted accessibility checks to ensure a seamless constituent user experience for the start of the 118<sup>th</sup> Congress. Simultaneously, the House Web Services team facilitated redistricting updates for the House's public-facing website, House.gov; the House's intranet, HouseNet; along with other websites (Flag Order, Digital Signature, and House Alert) and a suite of Transition-specific websites.

JUL - DEC 2022



39

Member websites achieved an accessibility compliance score of 90 percent or above



74

Customized Member-elect websites



10M+

Messages processed by the Communicating with Congress platform

## ENTERPRISE ARCHITECTURE

In early 2022, the **Enterprise Architecture team** launched its Architecture Review Board to provide a formal review process for validating and recommending architecture for the future state of HIR solutions and services. In the latter half of 2022, the Enterprise Architecture team continued its work to mature the Architecture Review Board, having reviewed 11 major future state architecture submissions and thereby contributing to improved collaboration and modernization across the House.

The team also focused on ongoing architectural and engineering efforts to further extend House datacenter capabilities to the cloud. These efforts have positioned the CAO to deploy IT solutions more rapidly across multiple datacenters and geographical regions, thereby providing potential for robust, highly available, disaster-ready services on a pay-as-you-go model. Full capability has been deployed in FedRAMP authorized commercial regions and efforts are underway to achieve a similar capability in government regions as well. These projects will position the CAO to secure the most cost-effective platform based on solution-specific compliance requirements.

Additional substantial progress was also made to continue the maturation of the CAO's Application Containerization efforts. In addition to increasing utilization of the House Container Platform, planning is underway to extend the CAO's capabilities for scalable and cloud-ready application deployments for both House and vendor-provided technology solutions.

## CYBERSECURITY

The **Cybersecurity Awareness and Policy team** plays a significant role in educating House users about cybersecurity best practices and the shared responsibility in protecting House and employee data. Throughout the last six months of 2022, the Cybersecurity Awareness and Policy team continued its work to develop and publish additional educational resources, including information on firewall management, remote working, password management, and international travel.

Capitalizing on the significance of Cybersecurity Awareness Month in October, the team spearheaded, with the support of the CAO Communications and Marketing team, a month-long outreach campaign that included info session series and several cyber events. Three info sessions covered timely topics such as social media safety, seasonal scams and internet safety, and cyber threats and attacks. Additionally, three on-campus pop-up events garnered a total of 120 participants throughout the month. At the CAO Cybersecurity Fair, over 80 House staffers had an opportunity to speak directly with House and industry-leading cybersecurity experts.

In partnership with other HIR departments, the team also successfully launched a new phishing service within the Outlook Microsoft Office desktop app to enable quick and easy reporting of suspicious emails.

Between November and December, the team provided direct educational support for New Member Orientation and its Services Fair in addition to other Transition-related activities. The team ensured Members-elect and their staff could



The Office of Cybersecurity hosts cyber pop-ups and info sessions to enhance cybersecurity awareness.

access House resources to prepare for the start of the 118<sup>th</sup> Congress, including the House's cybersecurity awareness training.

The **Cybersecurity Architecture and Innovation team** continued its work to mature cybersecurity efforts across the House. This included the development of a new dashboard providing holistic, attributable metrics for decision-making and the standing up of new services with privilege-access management. Documentation, architecture, and design options were provided for several new cloud-based efforts and the team worked with other groups to complete the deployment of projects for Ingress (Inbound) firewalls for the House's private cloud.

The **Identity Governance and Administration team** created a new foundational Active Directory structure and objects for new Member offices along with accounts for the Member-elects' Transition and designated aides. The team also ensured new aides were able to access their House accounts and updated foundational Active Directory objects for the 67 offices impacted by redistricting. In partnership with the Office of Payroll & Benefits and at the request of the Office of Diversity and Inclusion, a new Identity Hub console was developed to easily identify paid staff by their office and title across the House.

As part of the House enterprise Public Key Infrastructure (PKI), the **Active Directory team** deployed over 17,000 device certificates to Windows workstations within the organization, which will eventually be leveraged to further enhance the security of the House's infrastructure.

The **Risk Management Framework team** continued to work with system owners to evaluate risks as applications are moved to the cloud. Ongoing efforts continue for the risk management process as seven information systems were authorized or re-authorized for use. The team has also begun the transition to the National Institute of Standards and Technology *Special Publication 800-53 Revision 5 controls* following the renewal of the authorization package. The deployment of the security categorization and privacy threshold analysis/privacy impact assessment were deployed in the organization's Governance Risk and Compliance Tool, and the process will be implemented for each authorization boundary. The team will continue to work with Constituent Management System vendors to remediate vulnerabilities and conduct continuous-monitoring activities.



The **Cloud Risk Review team** completed 16 risk reviews in accordance with House Information Security Policy (HISPOL) 17: *Protecting Data in Cloud and Non-House Technology Solutions*. In addition, ten risk reviews were conducted for software applications. The current software application risk review process is undergoing analysis for a more consistent risk scoring method. Further, the Cloud Risk Review team successfully closed all four Office of the Inspector General cloud findings related to the cloud audit. The team will continue to process risk re-evaluations every Congress.

The **Security Operations Center** continued to improve existing detection processes, tools, and products and research new detection capabilities. In the latter half of 2022, the Center completed the deployment of a threat detection automation tool and conducted a proof-of-concept on a single-use case. As a result of this testing, the Security Operations Center was able to decrease detection time by 70 percent and eradication time by 26 percent based on tickets for a specific detection from comparable time periods. Ongoing use of this tool is expected to generate continued successes.

Over the last six months, the Security Operations Center also developed new continuous-monitoring solutions and stood up an enhanced Threat Hunt program, which enables the team to test and improve incident response capabilities to help prepare for future incident responses. In September, a year-long project to automate the approval and processing of USB Mass Storage Device Exemption Requests via the MyServiceRequests platform was completed.

Additionally, the Security Operations Center was able to identify and disable over 4,000 inactive Active Directory user accounts since July.

The **Firewall team** grew House defenses through the deployment of best-of-the-breed technologies and capabilities. The team replaced border firewalls and migrated inbound blocks to the border router, thereby improving the House's ability to detect and respond to advanced adversaries such as the deployment of HTTPS inspection.

In partnership with the Web Services team, the **Web Security team** successfully migrated the first phase of websites under a robust web application firewall solution. As part of this first phase, the web application firewall actively blocks malicious traffic destined to House resources. This service will provide increased security to web assets and standardized application security across all applications and scenarios.

**Security Engineers** performed system upgrades and vulnerability mitigations and continued to provide solid uptime. As a result, the Security Engineers team increased the visibility, retention, and resiliency of Cybersecurity services. They were also able to build and deploy new devices from endpoints to servers.

The **Audit and Compliance team** conducted security audits on new systems entering the House environment. In addition to auditing on-prem servers, databases, and web applications, the team also began auditing containerized applications running in containers and is working to extend the audit process to the cloud infrastructure.

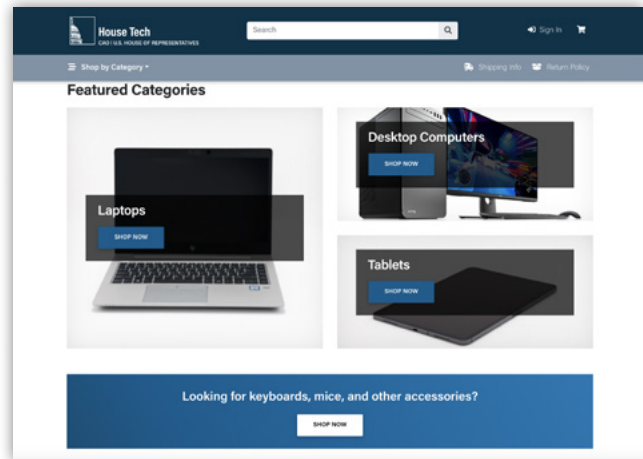
Additional efforts to protect House users and their data included a new program overseen by the **Cyber Threat Intelligence team**. This program provides notice and extra guidance to individual users who have been identified as receiving high-threat emails. In the months ahead, the Cyber Threat Intelligence team will continue to work with legislative branch partners to improve the House's information-sharing capabilities and augment reporting capabilities on threat actors by discovering, analyzing, and reporting on new and emerging malware architectures.

## ENTERPRISE APPLICATIONS

In preparation for the 118<sup>th</sup> Congressional Transition, **Enterprise Applications** collaborated with Logistics and Support to automate the asset inventory management process. The team developed a new mobile inventory "Scan by Location" functionality to identify all assets in an individual location and automate the transfer of information to PeopleSoft Asset Management. Logistics and Support staff can now easily track the distribution and retrieval of assets along with each asset's identifying information.

To improve access to equipment offered in-House, the Support Systems team updated and rebranded the HouseTech website, previously known as the House Equipment website. Through the new website, Member, Committee, Leadership, and CAO offices can easily find the latest equipment brands and models. Offices can place an order for laptops, tablets, desktops computers, and printers. They can also find required equipment accessories, which are conveniently linked to the Office Supply Store website. Additional updates to the website

included a new functionality that allows customers to purchase on-order items, a "Notify Me" alert option, a 60-minute cart time-out, extended warranty requests, and important information regarding the CAO's Equipment Modernization Initiative for New Members of Congress.



Staff can order in-House office equipment and get it delivered through the new HouseTech website.

House staff can now easily access technical support for their technology and equipment needs through the new Tech Chat service via the MyServiceRequests platform. The chat bot uses artificial intelligence to provide 24/7 assistance, and during normal working hours, staff can also connect directly with a Technology Support representative through a live chat feature.

In collaboration with the Office of Payroll and Benefits, Enterprise Applications also continued its work to stage and launch eForms, the first application developed on the Appian Low Code Application Platform. The application enables House staff to go paperless and complete forms electronically. Currently, twelve House employees representing over 50 Member offices,

Committees, and other Leadership offices are participating in the eForms pilot. During the pilot and after its House-wide rollout, designated financial points of contacts will be able to create forms for their office and submit them for approval to the POC designate approver or their office's Employing Authority (i.e., the Member, Chair, or Leader). The application will be accessible on all House-issued devices including desktops, laptops, iPads, and mobile phones.

Enterprise Applications also teamed up with the Office of Payroll and Benefits to develop a custom module in My PayLinks, the self-service platform for accessing employee personnel data. The new module, created to better inform future House Compensation Survey Studies, enables current and new staff to self-report on their demographic data, including information on their level of education, caregiving responsibilities, U.S. Military experience, primary duty location, disability status, and more. Staff can self-report answers to all listed demographic questions, choose to only answer some of the questions, and can report changes at any time. The team created the module with staff privacy in mind as well. Staff are ensured confidentiality and the information they submit cannot be shared with their Employing Authority.

To support the standup of new Member offices, Enterprise Applications partnered with Human Resources and the CAO Transition team to build a new job portal through House.gov for new Member offices to easily review and select resumes from a diverse pool of applicants. A total of 1,064 job positions for 74 new Member-elects were posted and over 12,000 candidates applied. On day one of New Member Orientation,

Enterprise Applications and Human Resources were able to assist new Member-elects and their aides with navigating the new portal, which saw over 2,500 transactions in the search for qualified job candidates.

---

JUL - DEC 2022



**12,000**

**New Member Resume Bank  
resume submissions**

Enterprise Applications also provided instrumental support in the onboarding of Member-elect Transition Aides. The team developed a new application to simplify the process for tracking the status of Transition Aide designation letters through the various workflows and to include approval from the Committee on House Administration, Human Resources, the Office of Payroll and Benefits, the Identity HUB team, and Account Management.

## ENTERPRISE INFRASTRUCTURE AND TELECOMMUNICATIONS

During the last half of 2022, the

### **Telecommunications Operations team**

provided daily support to over 12,000 House telecommunications service users. The team completed over 4,500 programming requests and facilitated the relocation and reprogramming of phones for numerous office moves, while upgrading many from legacy digital sets to IP sets. The team ordered and coordinated the

configuration of more than 500 mobile devices. The team also participated in over 74 new Member office briefings and coordinated the service moves and installations of over 2,500 Member office telephones.

JUL - DEC 2022



1,200

New wireless  
activation orders  
processed



500

Wireless devices  
configured

The **District Office Telecommunications team** provided daily support to over 925 district offices while continuing to migrate offices onto the House Voice Over Internet Protocol (VoIP) system. To date, nearly half of all district offices are now on the House VoIP platform. To enhance security, 44 critical infrastructure upgrades, changes, and security patching activities were completed to the VoIP platform. In alignment with the CAO's commitment to the House, the team completed the General Services Administration Telecom Transition project, moving Member offices onto either the House's VoIP platform or to local service providers. The team also continued to test the ability to use wireless features for House VoIP locations and research the viability of implementing a wireless service as a future VoIP option to provide voice services. The team participated in 77 New Member Orientation briefings and assisted in the closing of 250 departing Member district offices.

JUL - DEC 2022

12,000

House staff received  
telecommunications  
support

4,500

Programming  
requests completed

2,500

Office telephone  
installations and moves

925

District offices provided  
with daily support  
during VoIP migration

44

Critical infrastructure  
upgrades

The **Telecommunications Engineering team** completed the installation of new SIP circuits and equipment, as well as a six-month project to replace the House's aging voice mail system with a new state-of-the-art messaging system. The new voice mail system provides important security improvements and positions the House to deploy improved voice mail services to the House community next year. The engineering team also accomplished a complete upgrade of the House Telephone System Operating/Software system and associated components which will allow the House to begin utilizing new enhanced features and services.

JUL - DEC 2022

250

Departing Member district  
offices supported



## ENTERPRISE MESSAGING AND MOBILITY

The **Mobility team** assisted the House Digital Service team with the deployment of a new CAO service leveraging a Software-as-a-Solution application – i.e., an online voting tool. The solution is equipped with the security features necessary to protect voter privacy and maintain election transparency and integrity, and is compliant with GDPR and ISO 9001 and 27001 standards.

The Mobility team also created and deployed the *Decommission and Offboarding of Mobile Device* MyServiceRequest to enable staff to decommission House-purchased mobile phones that an office no longer needs or has recently upgraded and **plans to return for recycling**.

**The Messaging team** ramped up efforts to deploy Microsoft Teams for all new incoming Members. Previously, Microsoft Teams was only deployed by request rather than provisioned at office creation during Transition. This new initiative provided all new incoming Members with a Teams channel for their office in time for New Member Orientation.

In partnership with the Office of Cybersecurity, the **Secure Email Routing Gateway team** completed a House-wide deployment of the *Report Suspicious (i.e., PhishAlarm)* add-in for Microsoft Outlook, including new cloud components for automatic message classification and processing. The new tool not only helped streamline the backend processes for cybersecurity teams, but it also provided House staff with a quick and easy way to report suspected malicious phishing attacks.

The Secure Email Routing Gateway team also continued to enhance its email monitoring and filtering techniques based on threat intelligence and engaged an external consultant to provide email domain planning guidance for bulk mailing and mailing from external platforms. The consultant provided technical and executive presentations along with detailed recommendations, which will form the basis for future domain planning, authentication, and architecture efforts.

The team also deployed a new cloud-based electronic fax system and migrated outbound faxing to the new system. Inbound faxing is scheduled to be migrated in FY23 Q2. The new cloud fax system will result in substantial cost savings for the House.

---

JUL - DEC 2022



# 204M

Potential spam, phishing,  
and malware emails blocked

## NETWORK ENGINEERING AND OPERATIONS

By the end of 2022, the **Network Engineering and Operations team** had completed the installation of additional VPN Concentrators, which eliminated the need for internet traffic to be routed to D.C. for House staff working remotely.

The **WAN team** began its initial deployment of the new House Wi-Fi solution to flagship district offices with CAO-provisioned high-speed internet. To date, the team has installed 20 of the 435 access points received in October. During the 118th Congress, the WAN Team will continue the rollout of the new House Wi-Fi solution to flagship district offices and offices impacted by redistricting.

At the start of the new Congress, the WAN team will provision Wi-Fi in the remaining Member offices on a seniority basis. The wireless solution for the district offices will be connected directly to the CAO-provided high-speed internet service which will extend the existing network and allow district office staff to receive direct access to the internet from their mobile devices, iPads, and laptops.

---

JUL - DEC 2022



20

Wi-Fi access points  
installed

## ENTERPRISE TECHNOLOGY SYSTEMS

The **Server Infrastructure team** manages over 3,000 virtual and physical servers across multiple geographically diverse data centers. During the latter half of 2022, the team successfully completed over 100 new server and container builds and applied over 180,000 patches and updates without any disruption to operations.

In support of the 118<sup>th</sup> Congressional Transition, the Server Infrastructure and Storage and Data Protection teams partnered with the CAO Transition team to provide support to Transition Aides during and after New Member Orientation. This included secure access to House applications, while maintaining robust House cybersecurity best practices. The team also provisioned 86 HCFS File shares to new Members and supported 54 redistricted offices. The team developed and operationalized new data resiliency enhancements that isolate and further protect copies of mission-critical data. These enhancements also included the deployment of Hybrid Cloud File Share solutions using both on-premises and cloud solutions.

The team successfully expanded the deployment of containerized solutions by deploying a containerized application in support of Vendor CMS application and new Member office deployments. The containerized solution will eventually provide dynamic application management capabilities for more than 250 Member offices.

The **Storage and Data Protection team** exceeded the industry standard 90 percent backup success rate with a monthly average successful backup and protection rate of over 98 percent. This led to a total of 2 billion House files being processed and protected.

The **Facilities and Data Center Operations teams** also provided additional design development and buildout of a new state-of-the-art, mission-critical command and control center that supports House Business Continuity and Disaster Recovery Operations. The team further supported the enhancement of Operational and Disaster Recovery capabilities across multiple geographically diverse data centers.

The **Facilities and Data Center Operations teams** completed the buildout of a new command and control center that supports mission critical House business continuity and disaster recovery operations. The team also supported the completion of phase three of the Primary Data Center Migration project, which included validating and testing over 50 mission critical House IT resiliency plans.

## IT CUSTOMER SOLUTIONS

In addition to supporting the daily technology needs of the House community, IT Customer Solutions also sharpened its focus on providing exceptional customer service to returning and new staff during the 118<sup>th</sup> Congressional Transition.

In September, the **TechSOS Desk** had a soft launch on campus. The TechSOS Desk provides in-person tech support for mobile devices and laptops, email, remote access, and software applications. In the first months after its opening,



Tech SOS provides in-person technology support when staff need immediate assistance with mobile and laptop devices.

the Tech SOS Desk serviced 91 House staff. During Transition, technology support staff at the Tech SOS Desk provided support for RSA token setup for Transition Aides and intake for decommissioned mobile devices for departing Members. IT Customer Solutions also launched the **TechSOS Chat** feature through the MyServiceRequests platform. House staff now have four access points to receive technology support: the Technology Service Desk, TechSOS Desk, TechSOS Chat, and the Technology Partners.

JUL - DEC 2022

**180,000**

Patches and updates

**2.1 B**

Files processed  
and protected

IT Customer Solutions also officially launched the **CAO Technology Partner+ Program** this Transition, giving Member offices another service provider option for technical support and system administrative services. A total of 44 freshmen offices selected the Technology Partner+ Program.

**Technology Partners** assisted in the equipment setup of New Member, Departing Member, and Returning Member Centers, provided new mobile solutions and support and guidance for the Mock Suite offices. During New Member Orientation, the Tech Partners also supported the setup of 236 mobile devices, including iPads, iPhones, and Androids for Members-elect and their Transition Aides.

**The Technology Service Desk** assisted the Technology Partners and the Technology Support Engineering group with testing equipment and setting up each of the three Member Centers, providing administrative support with Active Directory account moves and transfers processes, and facilitating secured access to House resources. The Technology Service Desk answered 3,331 calls on first contact.

**The Equipment/Hardware team** was responsible for setting up and imaging laptops for the Member-elects and outfitting the Member Centers with equipment and new mobile solutions. During Transition, the team imaged over 200 laptops (149 of which were set up for the Member-elects and their Transition Aides). The team also imaged 377 additional devices to stock in the Office Supply Store.



Technology Partners ensure Members-elect and their Aides have access to House resources during New Member Orientation.

## PROGRAM MANAGEMENT

In the latter half of 2022, the newly created **HIR Program Management Office** engaged in an Agile Transformation, where best practices from Agile and Lean practices are applied in a tailored approach to project management. These practices focus on customer engagement throughout a project, the flexibility to adapt to project changes, built-in steps for quality, and an increase in work throughput and predictability.

The Program Management Office also follows Organizational Change Management practices, which, at the project level, is the application of a structured process and a set of tools for leading the people side of change to achieve a desired outcome on a project. By applying change management, the CAO will better prepare, equip, and support House staff to maximize the adoption and usage of CAO products.



# Logistics and Support

The Office of Logistics and Support is responsible for building, repairing, setting up, and breaking down furniture; facilitating office moves; and managing all accountable equipment assets within the House.

## OPERATIONS AND QUALITY ASSURANCE

Between July and December 2022, **Operations and Quality Assurance** completed the final FY2024 budget analysis and reporting for the Logistics and Support department. This report, which complemented the CAO's budget presentation to the Committee on Appropriations, highlighted the department's zero-based budgeting practices, important topics of oversight interest, and recommendations for the improvement of internal processes, ad-hoc metrics, and process-improvement support. As part of these recommendations, Operations and Quality Assurance enhanced the tracking of the department's large influx of temporary, Transition-based contractors and their work hours by utilizing tracking software, which identified and quantified cost savings for the CAO.

The team partnered with House Information Resources to successfully deploy several initiatives aimed at utilizing and redesigning technology to improve business operational processes in support of House services. These

initiatives included a revamped and piloted equipment purchasing process, a new database for furniture inventory management, and a business development process plan for a new furniture inventory management process tracker to provide enhanced visibility and timely services for the House community.

## FURNITURE AND INVENTORY

Between July and December 2022, the **Furniture Resource Management team** executed extensive preparations and provided ongoing support for the 118<sup>th</sup> Congressional Transition. To manage the large influx of departing Member office antique and unique furniture items, the Furniture Resource Management team implemented a scheduling system for furniture pickups and created a pictorial inventory database to ensure the accuracy and accountability of inventoried House furniture.

---

JUL - DEC 2022



453

Historic furniture  
items retrieved and/  
or redistributed

641

Historic furniture  
consultations



The Furniture and Inventory team facilitates office moves during the transition to the 118th Congress.

Departing Member office furniture was photographed, documented, and tracked to ensure proper collection, storage, and redistribution. Additional enhancements were also implemented and included the use of user-friendly scanners, software, and QR code decals to more effectively interface with the Logistics and Support's existing tracking database, Remedy.

The Furniture Resource Management team also provided additional assistance to departing Member offices who elected to either purchase antique and unique items at a personal cost, and to returning Members who elected to exchange furniture with other Members. By the time departing Member office moveouts were completed near the end of December, a total of 453 antique and unique furniture pieces were retrieved.

Throughout the latter half of 2022, the Furniture Resource Management team continued to support the demand for Finish Schedule requests, historic furniture consultations, and furniture inventory. Between July and December, the Furniture Resource Management team received six Finish Schedule requests (including new, custom carpet and furniture) in support of Committee hearing room renovations and new

Leadership offices in the Capitol. Approximately 65 requests were received for historic furniture consultations from Member, Committee, and Leadership offices interested in furnishing their spaces with antique or unique furniture or in purchasing such items. To support Transition, the Furniture Resource Management team worked closely with the Cabinet and Finishing shops to refurbish select furniture pieces, such as conference tables, Bakelite desks, and Wanamaker bookcases.

JUL - DEC 2022



**86**

**Furniture items transferred between offices**

To support the ever-increasing demand for furniture that can accommodate a variety of working styles and computer equipment, the Furniture Resource Management team has made preliminary progress in expanding its research and investigation into ADA-compliant options that also complement the historical and architectural features of the House office buildings. The Furniture Resource Management team will also continue to conduct site visits to various furniture manufacturers and explore additional opportunities to establish relationships with American-based manufacturers.

## ASSET MANAGEMENT

**Asset Management** ensures the accountability of all House equipment assets through its recurring asset lifecycle compliance program while implementing new offerings and policies that are Member Focused and Service Driven.

In September, Asset Management completed the CAO's physical equipment inventory, ensuring accountability of CAO-related assets. Asset Management also continued its work to conduct House office equipment removals, disposing of over 2,500 items of equipment. Additionally, over 2,200 hard drives were wiped, destroyed, and recycled with the CAO's new shredding and degaussing program.

Through the Equipment Modernization Program, Asset Management partners with the Office Supply Store to provide House offices with a varied inventory of computers, monitors, laptops, printers, and more by leveraging the bulk purchasing power of the House to maximize the taxpayer dollar. In November, Asset Management partnered with Enterprise Applications to rebrand the customer-facing component of this service – the House Tech website (formerly known as the Equipment store) – and make the overall program more customer-centric. Through the new website, House staff can quickly find what they need and place an order for delivery in under 72 hours. The equipment, which meets House technology standards, arrives pre-tagged by Asset

Management and comes with extended warranty returns.

Over the course of the last six months, Asset Management procured 1,460 pieces of equipment at a cost of \$1.4M to House. Since the program's inception, \$6.7M in equipment sales have been processed. Despite ongoing supply shortage issues, Asset Management continues to supply the House with the equipment needed for Members to perform their constitutional duties.

The cost-saving House TV Program centralizes the purchase and installation of new TVs across the House campus that are compliant with House equipment standards. Under phase three of the Program, Asset Management outfitted 302 Member office suites. Each Member suite is provided with four TVs by the CAO to streamline the efficiency of Transition-related office moves. This process protects House equipment from potential office move damage.

JUL – DEC 2022

**1,460**

Equipment items  
received for resale  
in the Office  
Supply Store

**141**

Member office suites  
oufitted with TVs

**2,537**

Equipment items  
disposed by GSA

**2,258**

Computer hard  
drives shredded

JUL – DEC 2022

**\$1.4 M**

Sales generated through the  
new House Tech website

The 118<sup>th</sup> Congressional Transition set into motion several opportunities for Asset Management to further support the House community. As a result of redistricting, Asset Management provided services to 397 congressional districts. A flip in House and Committee leadership also required additional support. Additionally, during New Member Orientation in November, Asset Management provided service consultations through the program's Service Fairs – a new offering designed to provide all 74 new Members with information about the wide variety of services available to them.

---

JUL – DEC 2022

**2,745**

Equipment items ordered for  
Transition at a cost of

**\$2.8 M**

## FURNISHINGS

The **Furnishings team** continued its work in support of major House events and projects, including the Lying in Honor Ceremony for WWII Medal of Honor recipient Hershel Woodrow Williams, the statue unveiling of Amelia Earhart, and the portrait unveiling of House Speaker Nancy Pelosi. The Furnishings team also contributed to the successful setup of the 118<sup>th</sup> Congressional Returning Member and New Member Lottery and Suite Selection, the completion of Transition-related and Cannon phase three office renovations. This included furnishing, custom upholstery and drapery, and carpet installation and cleaning.

The Furnishings team also continued its partnership with the House Recording Studio and the Architect of the Capitol to plan and execute designs for the renovation of several Committee hearing rooms, including the House Committee on Veterans' Affairs. The Drapery and Upholstery and the Cabinet and Finishing shops provided drapery and custom-built desks and a Witness table, and they outfitted the room with emergency equipment including escape hoods.

In support of CAO modernization efforts, the Furnishings team partnered with the Office Supply Store to renovate the storefront and provide a more modern and user-friendly office supply shopping experience. Among many upgrades, the Carpet shop replaced the store's carpeting and worked with a supplier to develop a carpet rendering of the House seal, which was also installed in the Congressional Staff Academy classrooms and in the offices of Office Design and Move Services. The Cabinet and Finishing shops rebuilt the store's countertops with a new, sleek and sustainable product offering called Corian. These countertops were also installed in the new TechSOS storefront. The Furnishings team partnered with Office Design and Move Services to create an inviting and customer-friendly space to assist House staff with their technology needs.

Throughout the latter half of 2022, the Furnishing team continued its partnership with the Customer Experience Center to provide Member and Committee office staff with a rare opportunity to tour the CAO's historic furniture workshops to see firsthand how the CAO's skilled craftspeople support House offices and work to maintain the historical integrity of the House. In addition to the repertoire of services the Furnishing team



JUL - DEC 2022

**736**

Furniture refurbishments

**1,251**

Cabinet and finishing requests

**1,250**

Carpet requests

**312**

Drapery and upholstery requests

**207**

Locksmith and engraving requests

**595**

Frames delivered

provides, the Drapery and Upholstery shop added a new service to enable Member offices an opportunity to further customize their offices. The shop purchased an embroidery machine to provide custom embroidery designs featuring the House seal on leather Member executive chairs.

Throughout the last six months of 2022, the team continued to invest in its modernization and equipment lifecycle replacement program. The Furnishings team procured a new panel saw to replace the Cabinet shop's 17-year-old equipment. The Finishing and Engraving shops also procured a new laser engraving machine to provide custom glass and wood engraving services for frames and

more. For Veterans Day, the shop engraved custom frames to recognize the hard work and service of CAO Veterans.

Additionally, in conjunction with the Architect of the Capitol and the CAO Communications and Marketing team, the Furnishings team updated the MyServiceRequest platform to help House staff more effectively differentiate CAO versus AOC offerings and easily find the respective services that meet their needs.

## LOGISTICS

The **Logistics team** continued to play an instrumental role in supporting special events, facilitating office moves for the 118<sup>th</sup> Congressional Transition, and providing support for House needs.

From July to November, the Logistics team moved a total of 7,087 pieces of furniture and provided support for 564 special events. In December, the Logistics team effectively cleared out 80 departing Member offices, moved a total of 15,568 furniture items for the 244 Member offices returning for the 118<sup>th</sup> Congress, and supported the office setups for House Leadership in the U.S. Capitol.

As part of the CAO's commitment to providing exceptional customer service and products, the **Warehouse and Receiving** team inspected, prepared, scanned, and staged all furniture items prior to delivery. The team also facilitated any furniture touchups or disposals. Under the House Refurbishment program, 612 furniture items were repaired and restored between July and December, including desks, tables, mirrors, bookcases, and credenzas. A total of 500 mesh

ergo chairs were also thoroughly cleaned and put back in stock to be used during Transition. This particular service component of the program saved the House a total of \$134,000 during the 118<sup>th</sup> Congressional Transition. Through the House Refurbishment program and its partnership with outside vendors, the CAO is able to provide exceptional and sustainable products and services in-House, thereby reducing the House's environmental footprint and saving taxpayer dollars.

To streamline Transition efforts, the Warehousing and Receiving team also organized the House's inventory of furniture. A temporary warehouse was converted to store furniture and a rack and rail system was installed. Furniture items for delivery were organized according to office move details and were made readily accessible for movers throughout campus in the hallways and various warehousing storage locations.

To minimize the impact of office moves on daily House operations, the Logistics team implemented several additional internal operational measures. One such measure included the addition of an office moves evening

shift to minimize elevator usage during the daytime hours, particularly during In Session weeks.

## OFFICE DESIGN AND MOVE SERVICES

Between July and December, **Office Design and Move Services** continued its efforts to modernize the House campus and institute innovative design and ADA-compliant practices to support the continuity of House operations. These efforts included ongoing office design consultations for Member, Committee, Leadership, and support offices, the transformation of working environments and non-working spaces (i.e., conference rooms, cafeterias, and open layouts), and the oversight of Transition-related and Cannon Renewal moves and renovations.

The **Workflow Service team** ensured all incoming customer requests were logged and transferred to the appropriate project specialist teams while also assisting with the tracking and reporting of operational metrics.

The **Modular Services team** supported the scheduling, delivery and installation, and servicing of specialized modular casegoods and installation of systems furniture throughout the House campus. Under the new Modular Sustainment Lifecycle Program, the Modular Services Group provided updates, repairs, and sustainment services (including replacements and reconfigurations) to 331 Member, Committee, and Leadership offices, which consists of approximately 6,350 modular workspaces across the House campus.

JUL - DEC 2022

22,655

Furniture  
items moved

244

Returning  
Member offices  
supported



80

Departing  
Member offices  
supported

612

Furniture  
items repaired  
or restored





The **Office Design Service team** provided in-person and virtual design consultations for traditional and on-trend modular furniture to assist offices with customized furniture layouts to meet their office needs. During the last five months of 2022, the Office Design Services team completed 147 office designs and 30 redesigns. The Office Design Services team also supported several special projects. The team designed and remodeled the new TechSOS Desk storefront; outfitted temporary space for the House Select Committee to Investigate the January 6 Attack; partnered with the Architect of the Capitol to renovate the Committee on Ethics office space; and assisted with the Office Supply Store renovation.

To ensure a seamless 118<sup>th</sup> Congressional Transition, Office Design and Move Services oversaw and supported office moves and new office setups, office restorations, and furniture installation services for specialized systems furnishings. Partnering with the Architect of the Capitol, Office Design and Move Services supported 244 Member office design and setups. For New Member Orientation, the team outfitted spaces such as the two Departing Member Centers, the New Member Orientation Center, the New Member Open House, and Office Setup Mock Suites with House core and modular furniture. Office Design and Move Services also conducted floorplan meetings and aided the 118<sup>th</sup> Transition Lottery and Suite Selection process.



The Office Design Service team develops custom design plans to meet individual office needs.

Office Design and Move Services also continued its work related to phase three of the Cannon Renewal Project, in which 80 Member, Committee, and support staff offices will be updated with modular furniture. Project management and design for this phase include furniture auditing and order entry, the scheduling and tracking of CAO services, and modular furniture delivery and installation services.

JUL - DEC 2022

**834**

Service requests

**5,144**

Regular furniture  
delivery requestss

**4,865**

Furniture deliveries  
scheduled for  
Transition

**13,122**

Furniture items  
requested during  
Transition



# Finance

The CAO's Office of Finance provides accounting, budget, and payroll and benefits services to the House community.

## ACCOUNTING

In the latter half of 2022, **Accounting** processed 60,505 payments to vendors via electronic funds transfer, which represented 83 percent of the transaction volume and 94 percent of the dollar amount of payments made to vendors during the period. Disbursing funds electronically, instead of by check, continues to be the best way to pay vendors and employees, as funds are usually deposited directly to their bank accounts within two business days, eliminating the risk of late, lost, or stolen checks. Accounting continues to meet its target metric of less than two days to add new vendors, ensuring payments are efficiently and consistently processed in accordance with Finance quality assurance standards. Between July and December, Accounting added 3,878 new vendors and updated information on another 3,947 existing vendors.

In collaboration with the House Digital Service, the Accounting team is modernizing the way the CAO and the House handle EFT operations. Accounting deployed a Robotic Process Automation tool to remove undelivered email addresses from suppliers who were sent EFT payment notifications. Accounting also worked

closely with the CAO Office of Cybersecurity to conduct a self-assessment of compliance with the Security Requirements as outlined by the Federal Reserve Banks' Security and Resilience Assurance Program. The assessment revealed Accounting's full compliance with those requirements.

The **Office of Budget, Planning, and Analysis** successfully completed the Fiscal Year (FY) 24 Formulation for the CAO, kicked off House-wide formulation, and provided FY22 Actuals to the Office of Management and Budget's MAX system for inclusion in the FY24 President's Budget. The team also continued its work to manage an actuarial contract for forecasting the second largest House account, Government Contributions. As part of the CAO's commitment to providing exceptional service, the Office of Budget, Planning, and Analysis partnered with the Congressional Staff Academy to provide additional training for House budget points of contact. The team developed an on-demand FY24 Formulation Refresher training video, which was made accessible via the Congressional Staff Academy website.

During the reporting period, the Office of Budget, Planning & Analysis completed all FY22 fiscal year-end requirements, such as budget definitions, funds update, open/close funds, PO



de-obligations, and surplus and transfer of canceled funds. In preparation for the new fiscal year, the team prepared for and executed three Continuing Resolutions, working with accounts to identify anomalies, allocate funding, and load prorated budgets, enabling the continuity of operational requirements. Once enacted, the Office of Budget, Planning and Analysis loaded the \$1.9 billion FY23 Budget in accordance with the allocations provided by the House accounts. In the first three months of the fiscal year, the team also completed and audited 99 unique budget journals (consisting of over 1,792 lines of data) in addition to 63 transaction budget overrides in PeopleSoft. The team successfully monitored budget execution for all House accounts to ensure solvency, continuing proactive payroll file processing and balance checks to ensure adequate funding for the monthly payroll interface, and reprogrammed available funding as needed for House priorities.

Working alongside Enterprise Applications, the Office of Budget, Planning & Analysis refined the new Transfer Tracker in the Budget and Planning Tool to enhance overall user experience. The team also continued to partner with the Business Transformation Office on project development initiatives to establish a structured workflow to ensure resources are dedicated to projects that support the CAO's strategic direction and the House's priorities.

## FINANCIAL COUNSELING

Between July and December, **Financial Counseling** continued processing vouchers in less than four days on average. During this period, the team processed 72,828 expense payments, representing more than 145,207 transactions.

In partnership with Enterprise Applications, Financial Counseling continued the official roll out of the new travel and expense tool, My Expenses, to Member offices. As of December 31, 2,253 users in 257 Member offices, representing over 69 percent of the 374 Member and Delegate offices invited to participate, were successfully using this new tool. Between July and December, Financial Counseling conducted regular outreach to gauge House staff feedback on the tool. 70 percent of participating offices expressed satisfaction with the tool and acknowledged it has made their job easier. Over 75 percent of offices would recommend the tool to a colleague. At the start of the 118<sup>th</sup> Congress, Financial Counseling will continue its work to ensure all Member offices have been successfully enrolled and trained in using the tool, including the new freshmen Members.

JUL - DEC 2022



**60,505**

Payments to vendors  
processed via electronic  
funds transfer



**3,878**

New Vendors

In preparation for the 118<sup>th</sup> Congress, Financial Counseling worked closely with departing Member offices to ensure outstanding financial tasks were completed. The team also connected with returning Members impacted by redistricting and prepared for the arrival of the new freshmen Members.

## PAYROLL AND BENEFITS

In addition to providing counseling and training to employing offices, payroll and benefit points of contact, and House staff, the Office of Payroll and Benefits continued to fulfill its role of administering staff payroll and benefits for House Leadership, Members, Committees, and Support offices in accordance with House rules and regulations.

### Speaker's Pay Order

After the Speaker's Pay Order change was approved on May 1, 2023, increasing the maximum annual salary permitted for congressional staff to \$203,700, the Office of Payroll and Benefits processed the Speakers' Pay Order to increase the pay for those enumerated positions in the Order with the May 2022 monthly regular payroll. House staff could now receive a monthly maximum of \$16,975 a month.

The Speaker's Pay Order contained a new provision, slated to be effective September 1, for a minimum annual pay rate of \$45,000 for full-time employees in a Member, Committee, Support office, and Leadership offices. Shared employees were also subject to the minimum annual rate of pay, regardless of whether they were in a permanent or non-permanent position with any individual employing authority. A shared employee would satisfy the minimum annual rate

JUL - DEC 2022

# 72,828

Vouchers processed,  
representing  
more than 145,207  
transactions

# 2,253

My Expenses users in  
257 Member offices

of pay threshold so long as the total combined annual salary from all employing authorities met or exceeded the minimum annual rate.

As such, the Office of Payroll and Benefits worked to notify House employers of potential compliance issues leading up to the September monthly regular payroll period to ensure all offices were compliant. Any non-compliant offices and staff were reported to the Committee on House Administration each pay cycle. By the end of 2022, all House offices were compliant with the minimum annual rate of pay.

### House Paid Internship Program

Earlier this year, the Committee on House Administration permitted Committees to participate, alongside Member and House Leadership offices, in the House Paid Internship Program. Member office budgets increased from \$25,000 to \$35,000, Leadership office budgets increased to \$240,000 (for Majority offices) and \$197,500 (for Minority offices), and Committee budgets were funded at different levels. In addition, the budget year was changed from a calendar year to a legislative year budget. A new maximum annual salary of \$38,500 for paid interns was later approved and took effect on June 1. After these new House Paid Internship Program regulations passed the House, the Office of Payroll and Benefits implemented these

changes and conducted outreach to educate financial points of contact. To help ensure offices did not exceed their House Paid Internship Program budget, the team emailed monthly budget reports to each House office at the end of each month. This monthly report included the name(s) of paid interns, their monthly and year-to-date gross wage totals, and the remaining balance of each office's House Paid Internship Program budget. No offices exceeded their budget.

### House Student Loan Repayment Program

Under the Student Loan Repayment Program, the Committee on House Administration amended regulations so that, effective July 1, student loan payments were no longer subject to the maximum monthly pay disbursement of \$16,975 under the Speaker's Pay Order. This change allowed staff who were previously ineligible to participate in the House's Student Loan Repayment Program to receive up to \$833 per month for qualifying loans.

Following the Committee's amendment, the Office of Payroll and Benefits released a special edition newsletter, informing House staff of the updated program regulations and ensuring newly eligible staff could apply for participation in the program or increase their monthly benefit by the July 2022 student loan cycle deadline. Since each office has a set monthly budget for the Student Loan Repayment Program, the Payroll and Benefits team worked closely with offices to coordinate any changes to ensure their monthly budget was not exceeded.

A total of 2,312 employees participated in the program in FY22, with participating employees fully utilizing their annual IRS pre-tax limit of \$5,250 by July for the student loan payments they

JUL - DEC 2022



# 2,312

Student Loan Repayment  
Program participants

had received in 2022. This created a substantial savings to staff participating in the program to receive student loan payments on a pre-tax basis. Once staff reached the annual limit, program payments received for the rest of the calendar year were taxed accordingly, reducing net pay.

### e-Forms Application Pilot

Between July and December, the Office of Payroll and Benefits continued to partner with House Information Resources to modernize its financial tools and processes. These efforts included the deployment of electronic signatures through an e-Form application that included a sustainable long-term solution for the electronic movement and storage of payroll and benefits transactions.

All payroll transactions entail the utilization of several version of a Payroll Authorization Form - a manually and time intensive process - before they are authorized and approved with a Member, Chair, or Leader's signature. To streamline this process, the Office of Payroll and Benefits deployed **e-Forms** (a Low Code Application system) in October for a pilot to integrate with the payroll system and add an additional layer of security. Only Member, Chair, and Leader-authorized designated financial points of contact were allowed to prepare Payroll Authorization Forms or approve transactions on their behalf. This new technology enabled the appropriate contacts to view real-time information necessary for making informed decisions about payroll and

benefits transactions. Through this piloted system, Member, Committee, and Leadership offices and their financial points of contact can now electronically prepare, approve, and submit all payroll transactions for staff that have been validated against House rules and regulations.

In addition to improving overall user experience with the payroll and benefits transaction process, the new e-Form application also contributes to the CAO's commitment to sustainability. The system reduces the need for paper stock and associated costs as transactions will post-populate electronically submitted transactions into the payroll system, thereby improving accuracy and enabling the Office of Payroll and Benefits to move more into a quality assurance role in certain areas. The system also improves the security posture of the House, and provides more flexibility to customers in the modes of submission.

Since the pilot's launch in October, additional modules have been added for improved user experience. Between November and December, a total of 70 Financial Point of Contact Designation forms and 727 payroll transactions were electronically prepped for approval, approved, and submitted to the Office of Payroll and Benefits for

processing. Pilot participants have praised the application's ease of use and intuitive design, while expressing excitement about the Office of Payroll and Benefits planned development of additional functionality and modules that will deploy in the 118<sup>th</sup> Congress.

### **Federal Benefits Open Season**

During the annual health designation period, Members, Chairs, and Leaders designate which individuals on their staff receive health benefits through plans offered under the Patient Protection and Affordable Care Act or the Federal Employees Health Benefits Program. The Office of Payroll and Benefits continued its annual proactive outreach to Members, Committee and Leadership offices, which helped participation increase by 3 percent compared to the previous year's designation period.

To ensure all 10,000 plus benefit-eligible House employees had ample opportunity to navigate the Federal Benefits Open Season, which ran from November 8 through December 13, the Office of Payroll and Benefits conducted several additional outreach initiatives with two virtual Health Benefits Fairs for Washington D.C. and district office staff to participate, with 380 employees in attendance. In addition, several DC Health Link help sessions and monthly in-person and virtual seminars covering employee benefits & the Federal Employment Retirement System were hosted to raise staff awareness. The Office of Payroll and Benefits also partnered with the House Center for Well-Being and CAO Communications and Marketing to roll out another successful outreach campaign focused on the House's many free resources, including the Consumer Checkbook tool for researching and comparing health plans.

JUL - DEC 2022



**69,333**

Payroll disbursements processed



**93,649**

Payroll and Benefits transactions

## New Member Orientation

In support of the 118<sup>th</sup> Congressional Transition, the Office of Payroll and Benefits was an instrumental partner in ensuring the success of New Member Orientation programming and the setup of freshman Member offices. The team onboarded 74 Members-elect and quickly processed the appointments of 71 CAO Transition Aides to assist Members-elect during New Member Orientation. To supplement New Member Orientation's educational offerings, the Office of Payroll and Benefits teamed up with the Office of Financial Counseling to host four webinars covering the "House Financial Curriculum" training. These webinars provided Members-elect with a basic overview of their Members' Representation Allowance, House rules and regulations, and the process for Appointing staff in the 118<sup>th</sup> Congress. As a result of these trainings, the Office of Payroll and Benefits were able to receive and successfully process 723 complete House staff appointment packages, effective January 3, for new Members of the 118<sup>th</sup> Congress by December 29, 2022.

---

JUL - DEC 2022

**723**

**New Member office staff appointment  
packages processed**

## FINANCE QUALITY ASSURANCE

The **Office of Finance Quality Assurance** team completed 40 quality reviews of Office of Finance key work products and deliverables, including voucher payments, payroll adjustments, Statements of Disbursement, and the 2022 financial statement notes. Quality Assurance reported the results of these reviews to the Office of Finance leadership for corrective action and continuous process improvement.

As the custodian of Office of Finance policies, procedures, and training videos, the team managed review confirmations and updates to 29 of these documents in the business unit knowledge repository and reported performance against annual review/update requirements. Quality Assurance provided monthly collection, analysis, and reporting of performance on the Office of Finance's 27 Key Performance Indicators to business unit leadership and posted a subset of these quarterly on the CAO Quality Teams site. In addition, the team collected and provided monthly statistics to Finance leadership on the status of staffing levels and activity and compliance with mandatory House and CAO training requirements.

Quality Assurance also conducted two quarterly management reviews with the Chief Financial Officer, as well as six monthly quality tag ups with each of the directorate heads to monitor quality issues and risks, Key Performance Indicators metric results, compliance, staffing levels, changes in the quality environment, and the efficiency of the office's quality management system.



# Customer Experience Center

The Customer Experience Center connects the CAO's technical, administrative, and operational experts with their House customers in order to simplify access to CAO services and improve customer experience.

## CAPITOL SERVICE CENTER

Between July and November, the **Capitol Service Center** continued its work to support normal business operations by setting up and facilitating close to 545 U.S. Capitol and House Visitor Center events and office renovations, and by completing approximately 636 routine Capitol service requests. In December, the Capitol Service Center was an instrumental partner in facilitating the office moves and renovations during the Congressional Transition. Working alongside other CAO teams such as the Customer Advocates, Logistics and Support, House Information Resources, and the Architect of the Capitol Superintendent, the Capitol Service Center completed approximately 165 Leadership office moves in the U.S. Capitol office in just seven days.

---

JUL - DEC 2022

545

Speaker and Minority  
Leader-controlled  
room events

636

Requests completed

## CONGRESSIONAL STAFF ACADEMY

During the second half of 2022, the **Congressional Staff Academy** implemented several measures to meet the evolving needs of House staff, improve its learning management system, develop relevant and House-specific training, and identify strategies to increase course attendance and improve course scheduling to better align with campus operations.

Between July and December, the **CAO Coach Program** continued to provide House staff with additional job-specific training opportunities and best practice guides for successfully navigating the daily operations of Member and Committee offices. New content and programming were developed specifically to assist staff with major administrative operations such as legislative tracking, casework, responding to constituent outreach, and establishing an effective internship program. An additional 28 training opportunities and enhanced course materials were also provided to staff interested in enrolling in the popular New Staff Orientation series. During this time, CAO Coach hosted over 48 in-person and virtual programs, attended by over 6,510 staff, shared training videos along with in-House sourced documents and resources, and conducted 475 one-on-one consultations with House staff. To accommodate the expansion of



The CAO Coaches continue to offer trainings and conferences for district office and D.C.-based staff

the CAO Coach Program and its offerings, a new program assistant and video editor/videographer were also added to the team.

After CAO Coach unveiled its newly revamped website in May, additional content was added to include a new 101 video series for Legislative Correspondents, Legislative Directors, Staff Assistants, and Communications staff. Since its roll-out, the website has amassed more than 4,917 unique visitors.

In July, CAO Coach partnered once again with the Customer Advocates to expand their outreach to district offices through the second half of the District Office Conference Program. The team helped plan, facilitate, and host two conferences for Caseworkers and Field Representatives in Chicago, Illinois. During the conferences, district staff participated in break-out sessions; in-House, service-focused fair events; networking activities; and more. CAO Coach also developed and hosted

62 tailored programs and presentations throughout the latter half of 2022 for Member offices, caucuses, Washington, D.C. and district staff retreats, working groups, and both the House Republican Conference and House Democratic Caucus.

JUL - DEC 2022

63,622	Training videos viewed
36,695	In-House sourced materials viewed
475	One-on-one consultations
48	In-person and virtual programs
4,917	Unique website visitors

In coordination with the Committee on House Administration and other House organizations, CAO Coach also helped plan and facilitate New Member Orientation programming for the 118<sup>th</sup> Congress. CAO Coach hosted 43 live panels with various guests ranging from Members of Congress and their office staff to representatives from different House organizations and stakeholders. The team developed a New Member Orientation Briefing Book, which included best practice tips, key House documents, and resources from House organizations, and participated in the program's Service Fairs to educate Members-elect and their staff about CAO Coach offerings.

As part of the CAO's modernization initiatives, the **Congressional Staff Academy** is tasked with standardizing and implementing professional development training for common staff positions within the House and aiding in the retention of talent by providing training for career advancement at the House. The Congressional Staff Academy is also the chosen provider of mandatory staff training on Congressional Ethics, Workplace Rights and Responsibilities, Financial Administration and Cybersecurity Awareness. In partnership with other House Officers, the Congressional Staff Academy has also expanded its capabilities to support House Officers by providing a range of services, including staff training consultations, curriculum curation, and operational support.

During the latter half of 2022, the Congressional Staff Academy deployed several strategic initiatives to enhance its professional development resources and offerings for staff in Member, Committee, and Leadership offices. As a result, staff engagement with Congressional Staff Academy offerings increased by nearly 20 percent.

### **Expanded Curriculum Development**

Partnering with CAO business units and House organizations, the Congressional Staff Academy collected feedback from a broad range of resources to better inform and design an evolving curricula covering general professional skills training that assists House staff in the performance of their congressional duties. Working in tandem with the CAO Office of Cybersecurity, the Staff Academy worked to refresh the annual Cybersecurity Awareness Training curriculum with a greater focus on House-specific scenarios. The Staff Academy produced three original trainings: Cybersecurity Awareness, The Importance of Cloud Security, and Cybersecurity for Systems Administrators. These trainings will be deployed in 2023.

Since July, the Staff Academy has also assisted with the development of 20 custom training modules for House offices. These modules covered: best practices for working with whistleblowers (Office of the Whistleblower Ombuds); emergency preparedness on-demand training (House Sergeant at Arms); IT disaster recovery training (CAO Business Continuity and Disaster Recovery); Comparative Print Suite training (Office of the Clerk); office finance training (Office of Finance); and New Staff Orientation Training-Professional Development

(Human Resources). The Staff Academy also worked with the Committee on Homeland Security's Majority office to create and deliver a custom course on Committee Memo Writing.

To improve the onboarding experience of new hires and enhance awareness of available federal employee benefits, the Congressional Staff Academy launched the "Benita Knows Benefits" project. This video series, hosted by a recognizable Human Resources character, offers up short relatable skits to communicate information about key benefits for House staff. With the assistance of House Creative Services, Human Resources, and the Office of Payroll and Benefits, the Staff Academy developed, produced, and delivered four videos covering new employee benefits, the Thrift Savings Plan, federal employee health benefits, and the ACA Exchange. Plans for the development of additional videos are underway and will focus on family changes and life events as well as next steps for congressional retirement.

Working alongside the Office of Finance, the Staff Academy embarked on the long-awaited project to update the current Finance Training curriculum. Currently, the training consists of six on-demand and three instructor-led courses. The new curriculum will streamline the training process, combining related trainings to ease the burden of requirements for financial administrators and points of contact. Scheduled to be released in January 2023, the curriculum will focus on: An Introduction to House Financial Policies (now including FinMart training); House Credit Cards (including both Travel and Purchase Cards); eVoucher (revised for functionality); and An Introduction to My Expenses.

JUL - DEC 2022



63,622

Training videos  
viewed

36,695

In-House sourced  
materials viewed

475

One-on-one  
consultations

48

In-person and  
virtual programs

Every two years (or once per Congress), the Staff Academy executes a House Training Needs Assessment to solicit direct feedback from House staffers about the type of information they need to support their Member, and to assess current operations and identify opportunities to develop and offer courses on new topics. Over 800 staffers responded to this survey, providing valuable feedback regarding their motivations for training and desired areas of study. The results of this survey not only provided guidance on course development, but also invaluable insight on the need for the expansion of partnerships with other agencies across Capitol Hill.

A full report of the implications and recommendations of this assessment was made available to the Committee on House Administration and revealed several key highlights. The first of which, included the high demand for technical training. In response to this finding, the Staff Academy plans to introduce the first installment of a new “Excel with Excel” series in January 2023 with more to follow. Many non-legislative staff also asked for legislative process trainings. In response, the Staff Academy connected with the Congressional Research Service to prepare a series of overview sessions on how the House conducts official business. Lastly, the report identified a high demand for writing courses. As CAO Coach assumes purview of current and future writing courses covering specific House scenarios, the Staff Academy will look to expand its courses on general professional writing skills in 2023.

### **Customer Experience Improvements**

In 2020, the Congressional Staff Academy implemented Google Analytics to track website engagement, improve user experience, and collect data to better serve learners. The data collected over the past few years has been invaluable in identifying opportunities for website improvements and has helped inform the Staff Academy’s approach to redesigning its website. In 2022, the website achieved over 2.5 million page views, an increase of 18 percent compared to the same period in 2021.

As the Congressional Staff Academy worked on its website redesign roadmap, the team continued to work on and deploy several timely improvements based on staff feedback and user interests, including the addition of new features and an expanded on-demand webinar library. The Staff Academy also shifted its focus on expanding reporting, tracking, and automation tools to improve website user experience, reduce administrative workloads, and ensure mandatory training accountability.

Between July and December, the Staff Academy began exploring available automation technologies and leveraging those capabilities to expand administrative capacity and provide a more consistent customer experience. Incoming House staff emails now trigger automated responses from the Staff Academy website containing critical information that can help address many common website accessibility issues, thereby providing staff with the ability to self-resolve. Automation has also been used to reduce the administrative workload for tasks such as certificate generation and attendance processing. This technology is currently used in limited cases but will continue to be developed in 2023.

The Staff Academy also expanded its data analytics abilities to include multi-variate analysis, allowing for expanded and more precise interest tracking and better-informed content development strategies for specific subgroups of House staff. This analysis method allows for the use of several criteria to identify and define trends within specific House staff demographics. Multi-level data analytics has also allowed for the



analysis of learning and development across the House and the ability to use reporting and surveying to gauge training sentiment. This data was provided to the offices and organizations that Staff Academy collaborates with to improve the quality, delivery, and engagement of their content. These metrics are also considered with the scheduling of courses, course revision prioritization, customer service staffing and process refinement, administrative automations, and more.

### **LinkedIn Learning**

The need for self-paced, on-demand learning opportunities in areas outside of House-specific job role responsibilities continued to be met through LinkedIn Learning. Since the Staff Academy leveraged its enterprise subscription with LinkedIn Learning, the platform has continued to be a vital resource for offices looking to hire, retain, and support their personnel. Between July and December, the most popular LinkedIn Learning courses covered topics such as public speaking, relationship building and networking, leadership and career management skills, customer service skills, Excel, and AutoCAD.

To increase awareness of this free resource for House staff, the Staff Academy sent out monthly emails highlighting timely topics guided by issues faced across the House (e.g., resume writing, well-being practices, inclusivity, leadership, and management) along with a catalog of LinkedIn Learning courses that complemented current Staff Academy course offerings. The Staff Academy also provided consultative services in which Member offices and CAO teams were provided with tailored content to help staff excel

---

JUL - DEC 2022

**The most popular LinkedIn Learning courses covered topics such as public speaking, relationship building and networking, leadership and career management skills, customer service skills, Excel, and AutoCAD.**

in areas such as customer service skills, project management foundations, manager training, and more. In 2023, the Staff Academy will continue to explore additional marketing initiatives to ensure House staff have the career resources they need to support the operations of the House.

### **Workplace Rights and Responsibilities Education Program**

During the second session of the 117<sup>th</sup> Congress, the Workplace Rights and Responsibilities Education Program trained a total of 16,239 House personnel (including Members, Officers, fellows, staff, paid and unpaid interns, regardless of tenure). This is the largest number of personnel trained since the program's inception. The Workplace Rights and Responsibilities Program continued to coordinate with the Congressional Staff Academy to adapt its programming to address recommendations from previous years. Improvements to the program included an extension of intern requirements from 30 days to 45 days, documented exemption requirements, and the utilization of online meeting tools to accommodate hybrid working postures alongside

popular online survey platforms for conducting evaluations. Such evaluations continue to reveal overwhelmingly positive feedback: the program continues to have a positive impact on the House's workplace culture; returning staff find the training to be consistently engaging and meaningful; and the content provided is easily digestible for new employees.

While the program continues to focus on the rights and responsibilities related to harassment and discrimination for House personnel in accordance with the Congressional Accountability Act and Congressional Accountability Act Reform Act, the actions and tools for doing so have continued to be updated annually to ensure relevance for House personnel. In 2022, the refreshed 60-minute retuning of employee curriculum for non-supervisory personnel focused on bystander responsibility, while the supervisory curriculum continued the conversation on psychological safety. In 2023, the returning employee curriculum for both non-supervisory and supervisory personnel will focus on power dynamics and how power can impact harassment, discrimination, and a high integrity office culture.

## CUSTOMER ADVOCATES

Between July and December, the **Customer Advocates** expanded its team to include six full-time Advocates and a supervisor to deliver on their commitment to providing exceptional customer service to Members, committees, and Leadership offices through their individual, relationship-based outreach efforts.

Building on the success of the District Office Conference Program held in Washington, D.C. earlier in the year, the Customer Advocates organized and hosted, in conjunction with the CAO Coach Program and other service providers, two additional conferences in Chicago, Illinois for approximately 150 Caseworkers and Field Representatives. Each two-day conference provided attendees with job-related and CAO-related resources, as well as best practices through a mix of presentations, resource fairs, and intimate, interactive breakout sessions.

Comprehensive surveying continued to reveal 99 percent of surveyed staff found the conference program invaluable for navigating their roles and daily House operations. As a result, the Customer Advocates plan to conduct similar conferences in the 118<sup>th</sup> Congress.

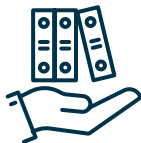
Leading up to the 118<sup>th</sup> Congressional Transition, the Customer Advocates took an active role, alongside the CAO Transition team, to prepare for the departure of outgoing Members and the influx of newly elected Members. As the first point of contact for administrative needs, the Customer Advocates continued to support the setup of five newly sworn-in Members of Congress and their senior staff following the special elections that occurred during the second half of 2022. The Customer Advocates coordinated with other CAO

JUL - DEC 2022



**8,355**

**Staff Academy  
website registrations**



**26,366**

**Required training  
sessions completed**

departments alongside additional partners such as the Clerk, the House Sergeant at Arms, and the Committee on House Administration to provide introductory briefings. The Customer Advocates also built a close relationship with senior staff through a series of follow-up meetings throughout the Members' first weeks in office to ensure a smooth transition to the House.

In support of New Member Orientation, the Customer Advocates continued to take on an active role in ensuring the success of the program. The Customer Advocates took the lead on organizing and facilitating the Office Setup Briefing component of the program, which provided an in-depth, 90-minute experience to educate new Members about the setup of their Washington, D.C. and district offices and prepared them to make key technology, financial, and administrative decisions. The Customer Advocates coordinated the participation of multiple CAO service providers, including Telecommunications, Administrative Counsel, CAO Technology Partners, Web Services, Member Services, and CAO Payroll and Benefits

in addition to partnering with service providers from the Sergeant at Arms and the General Service Administration. Members-elect and their Transition Aides had the opportunity to speak with each of these providers during the briefing, and were provided with a checklist of office setup tasks and a tour of mock Washington, D.C. offices to help them envision their new office spaces and plan for any additional office needs. By the end of the two-week New Member Orientation program, the Customer Advocates briefed all Members-elect and scheduled them for their private payroll briefing.

The Customer Advocates also presented several New Member Orientation educational sessions and served as dependable liaisons in relaying customer needs and providing support from various CAO departments. The Customer Advocates collaborated with the Communications and Marketing team to send nine Transition-specific updates to returning and new Member offices to ensure a seamless transition to the 118th Congress. As a trusted and recognized point of contact for providing administrative, technical,



The CAO led several conferences for district office staff as part of the the District Office Conference Program.

and operational support, the Customer Advocates ensured returning Members and Members-elect connected with the services and service providers they needed while also providing support for the troubleshooting and escalating service-related issues.

To support the onslaught of office moves associated with a change in House Majority leadership, the Customer Advocate program further expanded its offerings in December to provide a Committee and Leadership Customer Advocate, who served as a central organizer for all office and leadership moves in the U.S. Capitol Building. To improve on services and outreach initiatives for the next Transition, the Customer Advocate team documented each of their collective customer service interactions for after-action analysis and a future roadmap.

## CUSTOMER EXPERIENCE MANAGEMENT

The **Customer Experience Management** team is responsible for expanding and implementing the CAO's Customer Experience (CX) Strategy, governing CAO Branded Services, creating User Experience (UX) standards for CAO service platforms, and collecting customer feedback data to improve CAO services.

In 2022, the Customer Experience Management team completed the Customer Relationship Management Study to identify a customer relationship management system to be used by all CAO staff. For this major initiative, the team partnered with service providers and key stakeholders to conduct interviews, compile needs assessments, review market research and

JUL - DEC 2022



150

District Office  
Conference attendees

632

Advocate meetings  
conducted

3,722

Customer service  
cases resolved

demos from industry leaders, create recommendations, and develop an implementation roadmap. Adoption of a new customer relationship management system will help the CAO leverage and consolidate customer data and communications, fill in service and customer data gaps, facilitate workflows, increase access to customer insights, and improve survey and feedback collection capabilities. The new tool will also support and enable service improvement efforts for leaders and service owners.

As part of the HouseNet Strategic Initiative, Customer Experience Management took the lead on the HouseNet redevelopment project. For this large-scale initiative, the team partnered with several business units and legislative partners to overhaul the intranet as a renewed service hub. The project will also include migrating to a new technology and cloud-based platform, which will offer new customer capabilities and refreshed

service content. The redevelopment project will also establish a path forward for ensuring future development and feature integration opportunities.

Customer Experience Management also continued to expand and communicate its service design and experience standards through various operational activities and CAO projects, including several customer-facing MyServiceRequests which were added into the CAO's customer survey program. As part of the Service Improvement Opportunities Register and Tracking Program, the Customer Experience Management team also incorporated customer feedback about the Office Supply Store kiosk. This program helps the CAO drive service enhancements based on customer service experiences. Working alongside service providers on survey escalations, 23 improvement opportunities were vetted and identified for addition to the register between July and December.

Earlier this year, Customer Experience Management conducted several consultations with CAO service providers and their platforms to ensure customer experience standards and best practices are built into user interfaces. In collaboration with House Information Resources, the Customer Experience Management team helped develop and launch a piloted live agent customer service chat line called Tech Chat to replace the former platform used by technology support teams. The new chat line, which debuted towards the tail-end of 2022, makes it easier for customers to quickly find answers to their basic technology needs while also providing an opportunity to connect with a live agent to discuss technical challenges and support in more detail.

## CUSTOMER SERVICES

Throughout the latter half of 2022, **First Call** continued to serve as the frontline resource for the House community while expanding efforts to educate the House community on their passport, notary, and room reservation services.

In July 2022, First Call partnered with the Customer Advocates and CAO Coach Program to educate district office staff about available CAO services and resources for managing daily Member office operations. A First Call representative travelled to Chicago to participate in the District Office Conference Program for Caseworkers and Field Representatives. First Call's presence at the CAO Services Fairs provided a unique opportunity for First Call staff to connect with district Member office staff about

JUL - DEC 2022



**28,889**  
Customer feedback  
surveys deployed



**4,116**  
Customer feedback  
survey responses



**23**  
Customer feedback  
continuous improvement  
opportunities identified





First Call is the frontline team for providing operational solutions to the House community.

their needs related to passports and other CAO services. First Call also participated in the New Member Orientation Services Fair, and worked closely with Communications and Marketing and House Creative Services to develop a handout highlighting First Call services.

First Call continued to support room management services logistics for the reassignment of 11 event room spaces to permanent office locations, in support of newly formed subcommittees. The team also continued to provide logistical support for hybrid committee activities, ensuring proper room setups that accounted for social distancing requirements. Additionally, working with the Office of the Attending Physician, the team managed logistics for the rest area outside of the COVID vaccination site. In support of the 118<sup>th</sup> Congressional Transition, First Call facilitated the use of Rayburn 2060, for the Imaging Center, and Cannon 121, which was used by General Administration Staff during the program.

In the first half of 2022, First Call conducted a requirements-gathering study to identify a roadmap for replacing its recently upgraded room reservation system, which had introduced the first-ever self-service option for the House. At the end of this study, First Call partnered with House Information Resources and a digital consulting firm to build a modern, custom application that will launch in the first quarter of 2023. The new system will provide even more transparency and control for Members and staff to find, reserve, and receive timely availability notifications for rooms on campus, thereby improving the overall customer experience of a once cumbersome process.

JUL - DEC 2022



**12,785**

Phone calls



**511**

Email inquiries fielded



**215**

Notarial stamps provided



**1,061**

Passport applications processed



**1,616**

Customer service support tickets fielded



House Creative Services captures the 118th Freshmen Member photo.

## HOUSE CREATIVE SERVICES

Between July and December, **House Creative Services** continued its efforts to meet the day-to-day creative and communications needs of the House, while exploring new solutions to improve office offerings. As such, House Creative Services expanded its production printing capabilities by offering customers large wall decals for marketing on various surfaces, larger retractable banners, and variable data printing. House Creative Services' video and multimedia team continued to test out different live-streaming options to help Members further engage with their constituents during special events. Based on feedback from this year's District Office Conference Program, House Creative Services is currently identifying ways to better serve the needs of district offices, including the potential extension of its district office photography pilot program.

As the House campus returned to normal operations, House Creative Services responded to an increased demand for its products and services overall, compared to the previous

reporting period. Most notably, requests for printed documents and photo prints increased by 53 percent, and the total number of high-profile photography appointments and support for events increased by 56 percent over the last six months.

House Creative Services provided photography coverage for several high-profile events, including the Congressional Tribute and Lying in Honor of Chief Warrant Officer Hershel Woodrow 'Woody' Williams; Ukrainian First Lady Olena Zelenska's address to Congress; the Condolences Book Signing for Queen Elizabeth; the Bipartisan Meeting with President Isaac Herzog of Israel; the 85<sup>th</sup> EU-UU Inter-Parliamentary Meeting of The Transatlantic Legislators' Dialogue; the Congressional Gold Medal Ceremony for the U.S. Capitol and Washington, D.C. Metropolitan Police; and the Joint Meeting of Congress with His Excellency Volodymyr Zelenskyy, President of Ukraine.

Between November and December, House Creative Services began shifting its focus to support the 118<sup>th</sup> Congressional Transition. Working directly with the Committee of House Administration, Sergeant at Arms, the Office of the Clerk, and individual CAO business units, House Creative Services refreshed its educational video series for New Member Orientation. The design team produced digital and print signage for Transition events, including the welcome packets for New Member Orientation, and the photography team captured activities and provided photographic services for new Members. Additionally, House Creative Services captured not only the 118<sup>th</sup> Freshmen Member photo but also the official 117<sup>th</sup> Congressional photo before the Congress concluded. In previous Congresses, organizing an event of this magnitude required weeks of planning. This Transition, and within 72 hours prior to the photoshoot, House Creative Services was able to coordinate with the Sergeant at Arms, Architect of the Capitol, and other stakeholders to ensure this

historically significant event was properly captured.

With the departure of outgoing Members and the closeout of the 117<sup>th</sup> Congress, usage of the House Media Browser significantly spiked. Approximately 425 Member offices downloaded over 68,000 images or files from their individual accounts and 1,443 new images or files were uploaded by House offices within the last six months.

JUL - DEC 2022

25,932

Photos, designs, and multimedia  
uploaded to the Media Browser

## SERVICE CONTRACT MANAGEMENT

In the second half of 2022, **House Food Services** retired its food ordering app and replaced it with a newer enhanced offering. The popular “Everyday” app offers improved online ordering capabilities in addition to a rewards system, where users can earn points for each order placed. To accommodate the fast-paced working environment of the House and its employees, the app enables staff to quickly find menus and order from their favorite campus eateries, access nutritional profiles for their dietary needs, place a mobile order for pickup, and pay ahead.

Earlier this year, the team collaborated with popular local vendors to introduce multiple pop-up offerings in the Longworth and Rayburn cafeterias. Following on the heels of the success of these pop-ups, House Food Services implemented a sustained rotation of pop-up offerings, meeting the dietary needs and dining

JULY - DEC 2022



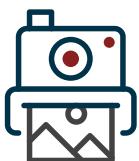
930

Design work  
orders fulfilled



101

Multimedia projects and  
video shoots completed



678

Photography  
appointments  
conducted

preferences of the House community. To improve the House's beverage offerings, House Food Services implemented a new coffee concept, the Cannon Coffee Cart. The team installed a new custom-built, full-service espresso cart that resides in the basement of the Cannon Rotunda, a heavy thoroughfare for House staff and visitors alike. The new coffee offering generated steadily increasing sales and positive customer feedback.

After renovating its space to provide a more inviting and modern customer experience, the **Vendor Management team** worked to expand the House Barber Shop's services. A new

cosmetologist joined the Barber Shop team in October to provide haircuts, blowouts, coloring, styling, eyebrow care, and makeup



The House Barber Shop expanded their services to better serve busy House staff.

services. With this additional service offering in tow, the House Barber Shop provided a total of 1,028 haircuts.

After conducting a thorough evaluation to determine the best value and service for the House, the Vendor Management team and its evaluation committee selected an award-winning, national health and fitness management company that provides fitness and health engagement solutions. In June 2022, the House Staff Fitness Center successfully recompeted its contract and awarded it to the new vendor, Aquila. By July, the Vendor Management team had ensured a seamless transition to the House campus. With

JUL - DEC 2022



**9,042**

Cannon Coffee Cart  
beverages sold



**23,253**

Mobile app orders



**1,028**

Barber Shop  
appointments

the new vendor, House Staff Fitness Center members have access to health management programs and tools, health risk assessments and biometric screenings, on-site wellness specialists, individual and group fitness classes, and more. Vendor Management is currently partnering with this service provider to expand House Staff Fitness Center offerings and improve its facility. Locker room amenities have been replaced and upgraded. Additionally, new cardio equipment has been procured and will be installed in February 2023.

## MAILING SERVICES

Mailing Services continued to provide support in-person and remotely, including mail list processing and postage accountability services, to the House community. Offices that remained in a telework posture had an option to either hold their mail or to forward mail to staff home addresses. Mailing Services processed more than 75 million records for Member offices, saving an estimated \$13 million in production and postage costs.



# House Recording Studio

Between July and December, the **House Recording Studio** continued its ongoing work to upgrade audio and video systems in Committee hearing rooms, event rooms, and Rayburn recording studios. While the majority of Committee hearing rooms have now been configured with new equipment, including video codecs and video teleconferencing software to support hybrid hearings, the Committee Hearing Room Renovation program continues to plan for important upgrades.

The House Recording Studio is preparing for a technical refresh of the Committee on Agriculture hearing room to enable updated technology for the Committee's work on the Farm Bill in 2023. Renovations in the Foreign Affairs hearing room have also begun and are scheduled to be completed later in 2023. House Recording Studio Engineers also provided technical solutions for temporary capabilities in the Committee on House Administration hearing room, and the soon-to-be renovated Veteran Affairs hearing room. In the Capitol Visitor's Center, the engineering team also turned its attention to modernizing the technology capabilities of HVC-215. The team completed the scheduled renovations for this event room space to effectively facilitate future congressional activities.

Earlier this year, the House Recording Studio surveyed the House community to gauge feedback on a full television and radio studio renovation. Based on the needs and preferences reported by Member and office staff, the House Recording Studio team delivered a state-of-the-art, modern design for the television studios, complete with new studio set pieces, cameras, and lighting equipment. While the television studio upgrades are on target for completion in June 2023, the radio studios are currently undergoing design modifications to both studios to provide a more modern and aesthetically-pleasing space for studio guests.

Additional upgrades to the robotic camera control system in the House Recording Studio's Floor Coverage control room were also completed towards the tail-end of 2022. These minor upgrades will allow for more control of the



The House Recording Studio supports high-profile events, including floor activities and Committee hearings.



Studio's floor cameras. Recording Studio Engineers are currently designing a back-up control room in HT-53 to serve as an alternate space if, and when, the primary control room is unavailable. The House Recording Studio is also in the process of installing additional audience speakers on the House Floor to provide for better sound quality in the chamber.

Between July and December, the House Recording Studio provided its broadcasting and audio-visual setup services across the House campus and in support of several special events. These events included a Congressional Gold Medal Ceremony honoring U.S. Capitol and Washington, D.C. Metropolitan police officers; a Lying in Honor ceremony; the statue unveiling of Amelia Earhart; the annual Capitol Christmas Tree Lighting Ceremony; and House Speaker Nancy Pelosi's portrait unveiling. The House Recording Studio also broadcasted the hearings for the House Select Committee to Investigate the January 6 Attack on the Capitol in the recently renovated Cannon Caucus Room. These hearings required hours of setup and rehearsal time with Committee and technical staff. In support of Congress' international relations efforts, House Recording Studio staff were instrumental in assisting with a Bicameral Meeting of Congress in the Congressional Auditorium for Ukrainian First Lady Olena Zelenska. At the end of the year, the team also provided support for and broadcasted a Joint Session of Congress, where Ukrainian President Volodymyr Zelenskyy formally addressed Congress.

In addition to its special event coverage, the House Recording Studio conducted multiple

in-studio recordings for Members. More than 250 Committee hearings and markups were broadcast, webcast, and archived in virtual, hybrid, and in-person formats. Approximately nine of these events included field hearings. The House Recording Studio also supported broadcasts, webcasts, and the archiving of House Floor and Committee proceedings, with additional equipment and broadcast procedures to allow for remote Member participation and voting. The House Recording Studio continued to support virtual conferencing requests by assisting with the issuance of licenses and technical advice.

In support of the 118<sup>th</sup> Congressional Transition, the House Recording Studio team partnered with other CAO departments to facilitate the set up and proceedings of the Architect of the Capitol's 118<sup>th</sup> Transition Lottery and Suite Selection events. House Recording Studio staff provided support for the streaming, broadcasting, and archival of these proceedings. During New Member Orientation, the House Recording Studio also streamed and recorded the program's educational briefings, which were conducted in the Congressional Visitor Center Auditorium.

---

JUL - DEC 2022

**238**

Hybrid Committee  
hearings and  
markups supported

**408**

Requests for in-  
studio services  
fulfilled

**290**

Hours of House Floor  
footage broadcasted  
and archived

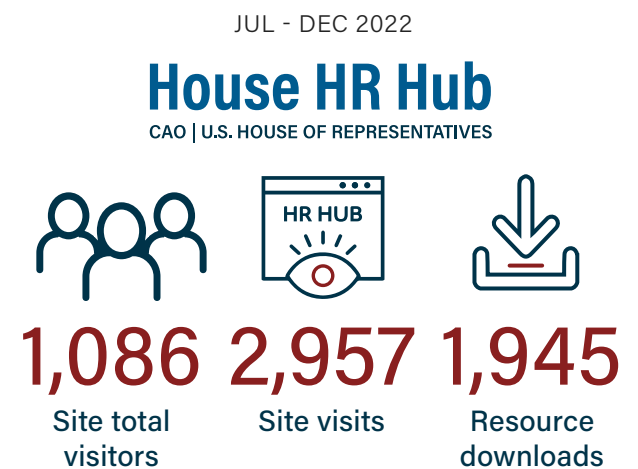
**245**

AV requests  
fulfilled

# Human Resources

During the second half of 2022, CAO Human Resources expanded several of its services to help prepare the House community for the 118<sup>th</sup> Congressional Transition. These services included the recently established House Human Resources Hub and the House Resume Bank, as well as new offerings like the New Member Resume Bank, and more. Human Resources also refined and improved services specifically for CAO employees.

Throughout the course of these last six months, the **House Human Resources Hub** (HR Hub) continued to serve as a reliable resource for Member offices, offering new content and the latest information for Member office career support and development. The site currently contains over 135 human resource-related documents and links to helpful information, and over 70 of these resources were created specifically as best practice guides to help Member offices hire, develop, and retain staff. In November, the HR Hub was prominently featured in programming for New Member Orientation, providing an invaluable opportunity for Member-elects and their burgeoning offices to get a head start on navigating the post-Swearing-In landscape. As such, the HR Hub became an even more popular resource, with site traffic increasing between November and December, and the number of downloaded resources increasing by 11



percent over the first half of the year. To date, 1,945 resources have been accessed and downloaded. During that same time, Human Resources assisted with the onboarding of more than 78 Transition Aides who assist Members-elect throughout New Member Orientation and up until their swearing-in on January 3.

The **House Resume Bank**, which launched in April 2022, also continued to make a positive impact on the House community. The resume bank's enhanced system has modernized the way the CAO connects job candidates with Member offices. Job seekers can create profiles, upload and update resumes, and obtain information on 14 common House jobs. Plus, House offices seeking to fulfill hiring needs in Washington, D.C. and district offices can easily find resumes from a diverse pool of candidates.

Since July 2022, the House Resume Bank fulfilled the requests of 41 Member and Committee offices, and 4,871 job seekers submitted their resumes.

Leveraging the success of the House Resume Bank, Human Resources also designed and deployed a New Member Resume Bank for the 118<sup>th</sup> Congressional Transition. The New Member Resume Bank's technology simplifies the process for Members-elect to easily sort, filter, and review resumes. Job seekers were also able to submit resumes directly to Members-elect offices. Since its launch on November 18 and up until December 31, over 12,000 resumes were submitted.

JUL - DEC 2022



4,871

House Resume Bank  
resumes submitted

12,000

New Member Resume  
Bank resumes submitted

In May 2022, Human Resources launched its Employee Engagement survey to CAO staff, to gather insights and perspectives from the CAO workforce, and strengthen the CAO's commitment to its employees. After analyzing and distributing the results to CAO staff in October 2022, Human Resources was able to effectively assess its efforts and develop support for future communications and planning efforts. The survey results found that CAO employees have a clear understanding of the expectations associated with their jobs, know the impact of our work and

understand how it relates to the CAO's goals and priorities, feel a spirit of cooperation and teamwork across all departments, are proud of what they do, and feel a sense of pride working for the House of Representatives. Over the coming months, Human Resources will collaborate with staff to develop initiatives on career advancement and development, communication channels, and employee recognition supporting the CAO's continued growth and improvement.

## OFFICE OF EMPLOYEE ASSISTANCE

**The Office of Employee Assistance** continued to provide an essential suite of personal and professional support services including counseling, consultation, training, and retreat services to foster a healthy and productive workforce. During the 118th Congressional

JUL - DEC 2022



608

Total and ongoing  
client cases

303

New client  
cases

149

Online mental  
health screenings

3,138

Counseling  
sessions

2,221

Training session  
attendees

107

Employee Assistance-  
facilitated training  
sessions

Transition, the Office of Employee Assistance provided close to 50 transition briefings for departing offices and committees and numerous one-on-one job transition consultations for departing staff. The OEA's utilization remains high and very consistent with the previous six-month period across core services including one-on-one counseling, training, and retreats. The team continues to grow with the addition of a new counselor and is poised for a productive 2023.

JUL - DEC 2022

5,913

Collective interactions providing support

## HOUSE CENTER FOR WELL-BEING

The **House Center for Well-Being** continued to provide programs and resources to help House staff thrive in their personal and professional lives. During the second half of 2022, the House Center for Well-Being offered approximately 40 webinars, briefings, and in-person events attended by 2,070 staffers. They did all of this while also distributing multiple House community newsletters and health and well-being resources.

In partnership with the Office of Employee Assistance, the House Center for Well-Being produced seven additional episodes of its 'Healthy on the Hill' podcast series, which focuses on maximizing and balancing all six dimensions of well-being. Each episode highlights the latest well-being news, educational resources, and timely conversations with House subject matter experts about popular and relevant well-being topics. To date, the series has over 260

subscribers and has been downloaded more than 570 times.

The House Center for Well-Being's web-based and mobile applications that support employees in some of the more difficult aspects of well-being such as work-life harmony, healthy eating, stress management, and health and financial literacy, continue to be sought after as invaluable resources. Over 1,600 new House staff user accounts were created since July 2022 – an increase of 24 percent within the last six months.

The House Center for Well-Being also facilitated a variety of House-wide and customized well-being challenges for Member, Committee, and Leadership offices with over 425 participating employees from Washington, D.C. and district offices. These increasingly requested opportunities successfully foster office camaraderie and employee well-being while boosting productivity and workplace morale.

JULY - DEC 2022



38

Well-Being webinars and briefings hosted



490

Telenutrition app visits



571

Podcast platform downloads across 261 subscribers



202

Meditation and resilience-based programming participants

The demand for Well Coaching services, which provides personalized lifestyle and behavioral change guidance to employees in their well-being journey, grew significantly within the last six months. The House Center for Well-Being staff conducted nearly 200 sessions, which is more than double the prior reporting period.

Earlier this year, the House Center for Well-Being launched a new web-based and mobile application to support employee nutrition, prompting House staff to visit the telenutrition platform approximately 500 times. The House Center for Well-Being's meditation and resilience programming also drew in an additional 200+ participants. Leading up to the 118<sup>th</sup> Congressional Transition, the House Center for Well-Being expanded its Transition services, which included over 120 career consultations and more than 80 resume review sessions with staffers from departing Member offices.

The House Center for Well-Being continues to evaluate House staff satisfaction with its offerings and provides enhancements or new resources based on staff needs. The House Center for Well-Being will continue its mission to foster a culture of work-life balance through effective and engaging awareness campaigns.

## FELLOWSHIP PROGRAMS

The **Green and Gold Congressional Aide Program** provides 160 two-year employment opportunities for veterans and Gold Star family members to work for Congress. At the end of 2022, 94 Congressional Aides were employed by Members and House Officers in the District of Columbia and in Member offices around the country – a 27 percent increase over the first half of the year.

Since its rebrand last spring, the Program, formerly known as the Wounded Warrior Program, has made concerted efforts to educate returning and New Member offices about the program's services and its impact on the House community as well as on veterans and their families. Part of the Program's outreach efforts included participation in New Member Orientation to ensure newly elected Members were afforded an opportunity to join the wait pools.

Throughout the last six months of 2022, Member interest in the program has continued to increase and even exceed the number of available opportunities. 131 Members are currently aspiring to host a Green Congressional Aide, and 146 Members are on a waiting list to host a Gold Congressional Aide.

Since the program's inception in 2008, more than 450 veterans and Gold Star family members have served the House.

JUL - DEC 2022

188

Well Coaching  
sessions

350

Fall Well-Being  
Challenge participants

130

Wellness Champions

1,616

New well-being  
app user accounts  
registered

JUL - DEC 2022



94

Active Congressional Aides



# CAO Diversity and Inclusion Program

The **CAO Diversity Program Office** promotes diversity across the organization. The Program Office continued its crucial work managing its three successful programs: the CAO Executive Potential Program, Women as Leaders, and the Diversity Working Group.

In July 2022, the **Executive Potential Program**, which supports the professional development of current and future CAO leaders, selected two new individuals to grow their leadership competencies. Through this annual, one-year-based opportunity, participating CAO staff learn to become empowered leaders within their business unit and within the overall organization by undergoing a formal education program under a CAO business unit Chief.

Earlier this year, the **Women as Leaders** was established to inspire, celebrate, and recognize every woman's contribution to the House. The program, which is intended for women who work for Officers of the House, resumed its quarterly meetings in which attendees can meet, network, and hear from speakers about issues that impact all women. Three inspiring female leaders spoke during the program's meetings, including Ann Berry, Secretary of the Senate; Catherine Szpindor, Chief Administrative Officer; and Margaret Grun Kibben, House Chaplain.

The **Diversity Working Group**, which is comprised of representatives from each CAO business unit, continued its work to connect with CAO staff and acquire direct feedback on key activities and special events focused on expanding awareness of diverse national observances, such as Hispanic Heritage Month, National Disability Employment Awareness Month, Native American Heritage Month, and more. Additional observances over the last six months included Public Service Recognition Week and celebratory events such as Veterans Day to recognize the contributions of CAO employees and those who served in the military.



(Top Photo) CAO Catherine Szpindor participates in the Women as Leaders event. (Bottom Photo) CAO hosts a Veterans Day event to recognize staff.

# Acquisitions

## CONTRACT MANAGEMENT

From July to December 2022, the **Contracts Management team** processed over 2,832 support services contracts and purchase orders valued at over \$113 million. Contracts were acquired and purchases were awarded to facilitate and improve House operations as well as Transition-related activities.

Acquisitions procured several technology-related tools and services to enhance Member outreach. The Contracts Management team coordinated with the Office of the Clerk to provide Closed Captioning services for the House's televised Floor proceedings. The team also facilitated the construction of a new studio set and broadcast studio upgrades for the House Recording Studio to provide Members with a modern platform for connecting with constituents and relaying their important work at the House and in the districts. The Contracts Management team also secured the continuation of translation services for the House.

In support of Member office administrative operations, Acquisitions also acquired Verizon Wireless services for House staff cell phones and managed Equipment Maintenance Agreements for Member offices in Washington, D.C. and in the

district. Since July 2022, the Contracts Management team has been managing 61 active agreements. Nine new agreements were also issued during that time and 20 modifications to existing agreements were processed.

Acquisitions also facilitated a contract awarded for the Sergeant at Arms to install and provide monthly monitoring and maintenance of commercial-grade security equipment in Member district offices nationwide. To support the 118<sup>th</sup> Congressional Transition, the Contracts Management team secured carpet installation for up to 100 Washington, D.C. offices.

---

JUL - DEC 2022

**2,832**

**Contracts and purchase orders processed**

Acquisitions also procured: Microsoft Office 365 licenses, annual licensing for IT solutions and IT Disaster Recovery support, annual licenses for the Learning Management System, Cisco software and IT services, license renewal of the House's Travel, Expense, and Invoice Management software, cloud fax services, and other IT services.

## SMALL PURCHASING GROUP

Over the course of the last six months, the Small Purchasing Team continued to successfully acquire timely, essential office equipment items for Member offices. Together, the team processed more than 1,500 purchase orders and saved the House \$11,151 with its cost-comparison services. During the reporting period, the Small Purchasing Group also supported 42 Member office briefings for the 118<sup>th</sup> Congressional Transition.

JUL - DEC 2022

1,500

Personal protective  
equipment allotments  
distributed

\$11,151

COVID-19 test kit  
allotments distributed

## OFFICE SUPPLY STORE

The Office Supply Store continued to serve as a critical resource for supporting and maintaining daily House office operations and providing the House community with general office supplies. This includes allotments of PPE (N95 masks, hand sanitizer, protective gloves, and sanitizing wipes). In coordination with CAO Asset Management, the Office Supply Store provided a total of 256 allotments to House offices and a total of 883 COVID-19 test kits.



The renovated House Office Supply Store provides general office supplies for the House community.

At the start of 2022, the Office Supply Store had coordinated with the Architect of the Capitol to provide an enhanced customer experience. In addition to repairing store damage and providing improved lighting, the CAO Cabinet and Finishing Shop also provided new modern checkout counters for a smooth checkout experience. The entire construction and installation process was completed in just under eight days to minimize disruptions for customers.

## HOUSE GIFT SHOP

The **House Gift Shop** collaborated with CAO Communications and Marketing to increase awareness of the Shop and offer new and visually engaging products like House-branded stickers.

JUL - DEC 2022

**the House Gift Shop was  
able to increase its sales  
to over \$235,700**

As a result of this partnership and the Shop's seasonal and evergreen marketing campaigns, the House Gift Shop was able to increase its sales to over \$235,700.



The House Gift Shop sells House-themed stickers and other gift items, all of which are made in America.



# Child Care Center

The House of Representatives Child Care Center provides full-day, year-round, quality childcare.

The **House Child Care Center** continued to provide exceptional quality care and developmentally appropriate learning experiences to nearly 160 children and their families across 14 infant, toddler, and preschool classrooms.

During the latter half of 2022, the Child Care Center enrolled 34 children across all age groups. To meet the demand for quality care and opportunities for increased enrollment, three new employees were hired. Additionally, the Child Care Center opened a fourth infant classroom in December, thereby expanding the Center's total infant capacity to 32.



The House Child Care Center prepares fun, educational opportunities to nearly 160 children and their families.

The House Child Care Center continued to reinstitute in-person events and opportunities, including School Picture Day, "summer fun" activities such as sprinkler and picnic days, the Center's Halloween Parade, winter holiday celebrations, and gymnastics classes for older toddlers and preschoolers.

In July, the Child Care Center rolled out new electronic sign-in, sign-out procedures for families, providing opportunities for Child Care Center administrators to better support classroom and program needs. The new electronic procedures also offer an additional platform for messaging and sending reminders to families.

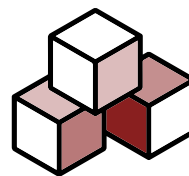
During the Summer In-Service, House Child Care Center faculty had the opportunity to learn from one another through faculty-led professional development workshops. Faculty speakers prepared sessions on select topics, including the creation of daily journals for families and the implementation of daily practices that can help empower the community.

In September, the Child Care Center partnered with an organization dedicated to supporting American Sign Language (ASL) needs to offer ASL training and resources to children,

families, and faculty. The partnership kicked off with a faculty training focused on ASL basics and ways to incorporate sign language into the early childhood classroom. In October, ASL partners visited the House Child Care Center to model signing with the children and hosted a parent “Lunch and Learn” session, where parents learned about ASL resources and strategies for incorporating ASL in their home.

The House Child Care Center also partnered with a popular nonprofit organization for the arts to implement a Classroom Residency Program. The first component of the program included a faculty workshop, which explored how classroom teachers can link storytelling with music and movement. The second component of the program provided an opportunity for children in the infant, toddler, and preschool classrooms to work directly with teaching artists. As a result of this program, House Child Care teachers were able to use performing arts experiences to further engage children in learning areas specified by the required curriculum. The program also ensures that performing arts techniques are integrated into classroom routines.

JUL - DEC 2022

**34**Newly enrolled  
children**160**Enrolled  
children**1**New infant classroom  
established**3**New House Child  
Care Center  
employees hired



# Employee Advocacy

During the last six months of 2022, the **Office of Employee Advocacy** provided legal services to House employees in employment-related issues covered by the Congressional Accountability Act of 1995 and its 2018 Reform Act. Employee Advocacy provided legal advice, representation, and consultation in accordance with its mission of promoting a productive congressional workplace by upholding employee rights, minimizing distractions from personnel issues, and creating an environment free of harassment, discrimination, and retaliation. In light the passage of *H. Res. 1096*, which approved additional unionization regulations, Employee Advocacy's services and initiatives in the last half of 2022 included assistance to House employees to address inquiries related to collective bargaining rights and processes.

## **Advice and Representation Services**

From July to December 2022, Employee Advocacy assisted House employees with workplace discrimination, harassment, retaliation, accommodation, leave, and safety concerns. The Office of Employee Advocacy provided counseling, advice, and representation to House employees on workplace issues under the 14 laws made applicable to the House by the CAA. The issues included ethics complaints covered by the CAA; discrimination based on age, gender, race, military status, religion, national origin, disability,

sexual orientation, and gender identity; harassment and hostile work environments; retaliation based on protected activity; safety concerns under the Occupational Safety and Health Act; equitable compensation; labor issues related to collective bargaining rights and processes; assistance with securing health and disability-related leave; violations of the family medical leave statutes; and accommodation of health conditions.

In response to the effective date of unionization rights for Member and Committee staff under the CAA and the Office of Congressional Workplace Right's FSLMRS procedural rules on July 18, Employee Advocacy became a resource for answering staff questions and addressing inquiries related to unions and collective bargaining. Employee Advocacy added a union-specific FAQs page to its website to address staff questions and clarify the nature of services provided by their office.

Additionally, Employee Advocacy assisted the Committee on Ethics in its assessment of issues related to workplace organization and collective bargaining. Employee Advocacy drafted a report responding to unionization rights in the House, outlining the office's role in the union process under various scenarios, and providing guidance related to union activities by House employees.

For Member offices who expressed an interest in workplace rights matters, Employee Advocacy continued to serve as resource for them, providing an employees' perspective on beneficial rights and workplace practices. In December, Employee Advocacy met with two Members to discuss third-party harassment and possible reforms. Employee Advocacy offered a legal advocate's perspective and partnered with the Committee on House Administration and Women in Government Relations to provide insight and guidance.

### House Partnerships and Outreach

Throughout the latter half of 2022, Employee Advocacy worked to strengthen its partnerships with other CAO departments and House offices and expand awareness of its services. In July, Employee Advocacy joined the CAO Customer Advocates and the CAO Coaches for their District Office Conference Program to educate district office employees about Employee Advocacy services and resources.



Employee Advocacy participates in the District Office Conference Program in Washington, D.C.

Also in July, Employee Advocacy attorneys presented information and answered questions during a joint event hosted by the Congressional Jewish Staff Association and the Middle East and North African Staff Association. Employee Advocacy addressed how House staff can

navigate conversations around taking non-standard religious days off, asking for religious accommodations, and employee rights in these areas.

Employee Advocacy partnered with the Office of Diversity and Inclusion to provide additional educational touchpoints for House staff learning opportunities. Employee Advocacy worked with the Office of Diversity and Inclusion to add a resource link to Employee Advocacy's website, as Employee Advocacy can provide individualized information and advice geared toward maintaining a diverse workforce. Employee Advocacy also added a resource link to the Office of Diversity Inclusion's website on their own website. Additionally, the two presented a timely webinar for National Disability Awareness Month, which provided an overview of reasonable accommodation rights and the reasonable accommodations process under the Americans with Disabilities Act and the Rehabilitation Act.

Employee Advocacy further embraced its focus on equitable and growth opportunities for individuals with differing abilities by participating in the Harper Intern Program. As part of the program, which provides congressional internships for young individuals with intellectual disabilities, Employee Advocacy was paired with a Harper intern for four months. During that time, Employee Advocacy provided an internship experience structured around meaningful tasks for developing work skills.

Employee Advocacy partnered with CAO Human Resources to provide feedback on their new reasonable accommodation's flowchart and standard operating procedures. The collaboration addressed language to assist employees in

understanding the limitations they can place on direct contacts with their health care providers.

From July through October 2022, Employee Advocacy also continued its close work with other CAO and House offices as part of the Task Force for a Diverse and Talented Workforce. Employee Advocacy contributed its employee-rights perspective to the working group dedicated to improving Senior Staff Training. Employee Advocacy joined in identifying and categorizing the trainings available and proposing methods to ensure Senior Staff gain knowledge of and increased access to trainings. The group presented its findings in an October legislative branch report, and it facilitated the development of a manager training curriculum.

As a regular contributor of feedback for the House's Workplace Rights and Responsibilities Training program, Employee Advocacy joined representatives from the Committee on House Administration, Office of House Employment Counsel, and the Congressional Staff Academy to help shape programming for the 118<sup>th</sup> Congress, including its refreshed course materials for supervisors and non-supervisory staff. Employee Advocacy shared trends in client matters, highlighted impacts of recent legal changes, identified areas for focus, and provided input on areas of strength and improvement.

Employee Advocacy will continue its outreach and communications initiatives into 2023 through various mediums, and educational and collaborative opportunities.

### **118<sup>th</sup> Congressional Transition Support**

In preparation for the 118<sup>th</sup> Congressional Transition, Employee Advocacy joined other CAO departments to support the Committee on House Administration's New Member Orientation programming. In collaboration with the CAO Transition team and House Creative Services, Employee Advocacy recorded an educational video that highlighted Employee Advocacy's services and how the office can help Members create civil and productive workplaces. Because most Member and Committee offices do not have dedicated HR personnel, the video also highlighted the office's role in guiding employees through administrative processes related to health-related leave and accommodations.

In November, Employee Advocacy participated in New Member Orientation as part of a panel on Employer Responsibilities regarding workplace rights. Other panelists represented the Office of House Employment Counsel, Office of Congressional Workplace Rights, and the Office of Employee Assistance. The office also participated in the New Member Services Fair, during which Employee Advocacy representatives answered questions directly from Members-elect.

At the start of the 118<sup>th</sup> Congress, Employee Advocacy will employ additional measures to ensure the House community is aware of the office as a resource for employee rights and CAA-covered matters that affect the workplace. Employee Advocacy will also seek to address health-related leave and accommodations under the FMLA and ADA, as well as the needs of nursing mothers to have break times and a private space to nurse under the FLSA.

# Solutions Support and Continuity of Operations

## BUSINESS CONTINUITY/ DISASTER RECOVERY

### **Business Continuity/Disaster Recovery**

continued to monitor and respond to events affecting district office operations, including hurricanes, tropical storms, tornados, and wildfires. The 2022 hurricane season in particular impacted dozens of Member district offices across the Gulf Coast and the Eastern Seaboard, including Hurricane Ian. The Business Continuity/Disaster Recovery team worked with House and legislative branch partners to provide contingency support assets to impacted districts, ensuring that district office staff could continue to support their constituents regardless of the operating environment.



BC/DR Telework Kit, one of many sent to a district office.

The team also coordinated and conducted multiple full-scale continuity exercises, including a significant joint exercise with legislative branch partners in June. This occasion marked the first time since 2018 that both the House and Senate were able to participate in a full-scale mobile exercise. Coordinated through the BC/DR Operations team, the CAO set up over 500 assets, deployed 50 team members, and successfully tested all equipment over a four-day period.

In support of the 118<sup>th</sup> Congressional Transition, Business Continuity/Disaster Recovery partnered with House Information Resources to set up and configure laptops and mobile devices to ensure Members-elect and their staff had access to House resources. The team also provided wireless connectivity both on campus in the New Member Service Center and at other New Member Orientation hubs.

The team coordinated contingency activities to ensure the CAO can support the House with essential services throughout all operating environments. Business Continuity/Disaster Recovery worked with the House and legislative branch partners to pre-stage contingency assets and personnel to provide event monitoring support for the Joint Meeting Address from Ukraine's President Volodymyr Zelenskyy.

As IT Disaster Recovery is an important aspect of CAO's continuity portfolio, Business Continuity/Disaster Recovery ensured that all 50+ Information System Contingency Plans were tested and updated during FY22. The team also rolled out priority telecommunications services for personnel charged with recovering CAO core systems.

The Business Continuity team coordinated across all business units to update both the CAO Continuity Policy and the CAO Continuity of Operations Plan. These governing documents outline how the CAO can perform its essential functions while being *Member Focused, Service Driven* throughout all phases of continuity.

The CAO also served as Chair of the Joint Congressional Continuity Board (JCCB) in 2022. Business Continuity/Disaster Recovery was tasked by the CAO to run the JCCB during the CAO's tenure as Chairwoman. The Business Continuity/Disaster Recovery Plans team worked to build consensus amongst a diverse stakeholder population and successfully completed several key priorities enhancing Joint Continuity Programs.

Emergency Communications systems are one of Business Continuity/Disaster Recovery's core services. In partnership with the House Information Resources Web Team and the Sergeant at Arms, Business Continuity/Disaster Recovery migrated HouseAlert, the House's major event and emergency notification platform, to Phase IV, greatly improving the user interface for House staff. The joint team also pushed the Joint Emergency Mass Notification System application (AtHoc) to all Apple computers, ensuring that all House users can get push notifications for life safety scenarios.

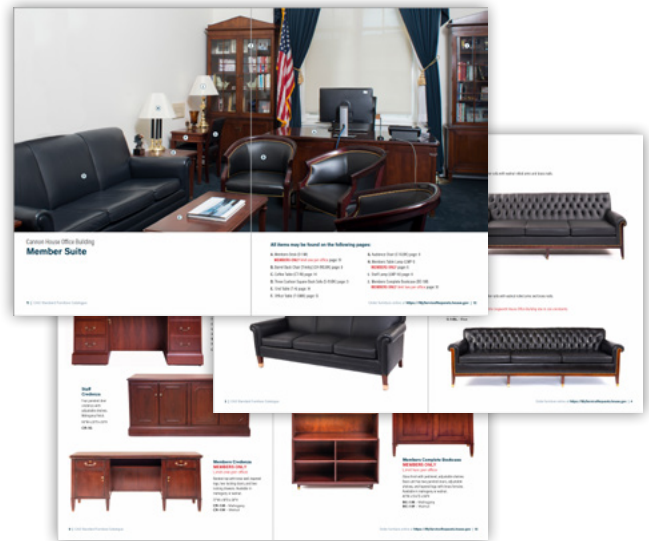


# Communications and Marketing

In the latter half of 2022, **Communications and Marketing** provided ongoing consultation, editorial, design, and marketing services to meet the communications needs of all CAO business units. Working closely with key, customer-facing service providers, the team continued to expand its capacity to more effectively market CAO services to Member, Committee, and Leadership offices.

As such, Communications and Marketing implemented a series of marketing strategies, including direct email and position-specific newsletter campaigns on a weekly, bi-weekly, quarterly, and event-based basis; campus alerts; subscription campaigns; promotional event support and instructional videos; HouseNet advertisements; digital monitor signage; social media campaigns; virtual popups; infographics; and more. Earlier this year, the Communications and Marketing team acquired a new, House-secure QR code platform to improve the accessibility of marketed services and products as well as track and analyze engagement. The team leveraged the captured data to inform and guide their evolving strategic approach to marketing.

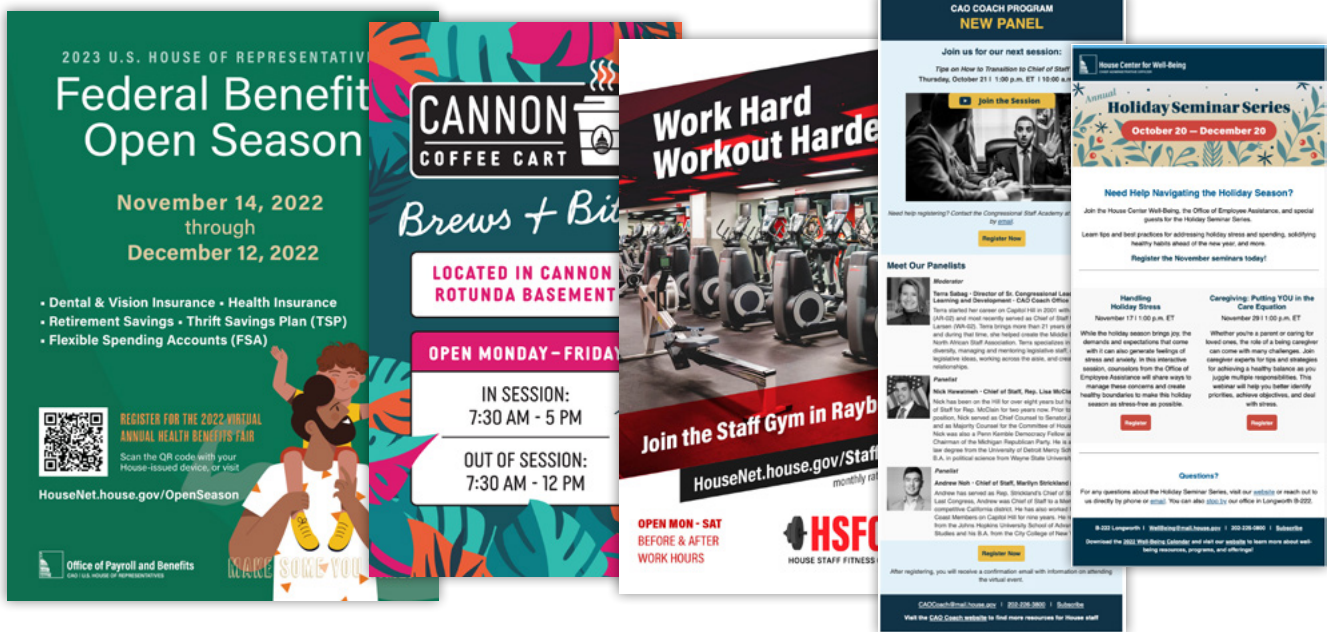
Between July and December, the team provided instrumental support for several high-level initiatives, including the FY2021 House Financial



The Communications and Marketing team design the House Furniture Catalog in partnership with Logistics and Support and House Creative Services.

Statement and most notably the 118<sup>th</sup> Congressional Transition. Communications and Marketing partnered with the CAO Transition team to launch the returning and departing Member websites in addition to the New Member Resume Bank; conduct outreach pertaining to Transition updates including upcoming events and redistricting information; and design, publish, and print materials and signage for New Member Orientation programming.

Communications and Marketing was also an integral collaborative partner in spreading awareness and garnering engagement for CAO-hosted events. The **team** worked extensively with the Customer Advocates to support the marketing



The Communications and Marketing team develops and designs promotional materials for CAO services.

campaign of, and resources for, the second half of the 2022 District Office Conference Program. In partnership with the Congressional Staff Academy and the CAO Coach Program, the Communications and Marketing team enhanced its course outreach strategy to include monthly, weekly, and day-before-event course reminders to showcase the department's growing professional development offerings and boost registration.

The team also worked with the Office of Finance and the Congressional Staff Academy to launch the first promotion of the "Benita Knows Benefits" video series, with more promotions to follow as new videos are developed. To supplement the video series, Communications and Marketing is working with Human Resources and the Staff Benefits Working Group to launch a new page on the House HR Hub specifically dedicated to federal employee staff benefits information and resources. In further support of Human Resources

initiatives, Communications and Marketing promoted several offerings from the Office of Employee Assistance and the House Center for Well-Being, including their new management series with a leading provider of work-focused training, tools for navigating the Federal Benefits Open Season, the joint House Center for Well-Being and House Staff Fitness Center well-being challenge, and more.

To drum up awareness of on-campus offerings, including new food and health services, the team partnered with the Customer Experience Center's Vendor Management team. A series of promotional ads and outreach campaigns were conducted to highlight the House's expanding food options, services, and partnerships with popular local dining establishments. The team also re-ignited its campaign to alert House staff about the latest House Staff Fitness Center offerings and increase gym memberships.

Another major awareness initiative included the creation and distribution of campus resources, including campus service signage to help House staff easily identify CAO-related and other popular services across the House campus.

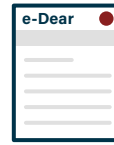
HouseNet continued to be the go-to source of information for the House community. Between July and December, HouseNet received approximately 1 million unique page views, 90 percent of which were from returning users. As the CAO conducted the foundational groundwork for the HouseNet redevelopment initiative, the **HouseNet team** continued to build upon previous efforts to improve HouseNet content accuracy, ease of use, and comprehensiveness. Over 600 updates were made to HouseNet between July and December and in support of the 118<sup>th</sup> Congressional Transition, the team worked with several business units across the CAO, as well as legislative branch partners, to ensure information was accurate and up to date. The team also refreshed its strategy for advertising the latest campus news and offerings on the HouseNet homepage. In addition to providing timely updates, the team built out its slider repository to include advertisements on evergreen topics and basic House information.

JUL - DEC 2022



**646+**

Digital communications distributed to House staff



**100**

e-Dear Colleagues on CAO services and offerings



**320**

Design requests completed



**1M**

HouseNet page views

# Business Transformation Office

The **Business Transformation Office** provides oversight for the Architect of the Capitol CAO Client Project Portfolio and the CAO's sustainability initiatives. The office also collaborates with CAO leadership and staff to build new capabilities and improve existing operations and services.

In the last six months, the Business Transformation Office continued to evolve the CAO enterprise project list. In addition to regularly engaging with staff to support project execution, the Business Transformation Office also aligned its bi-monthly project review meetings with the CAO Governance Board. All high-priority projects impacting the House community continued to be shared with the Committee on House Administration.

Earlier this year, the Business Transformation Office initiated a process for project pipeline management, which will be fully implemented across the CAO in 2023, with the goal of establishing a continuous project request process that aligns with the budget formulation. As part of this effort, the Business Transformation Office

partnered with the CAO's Office of Budget, Planning, and Analysis to produce a project pipeline management process for the Architect of the Capitol CAO Client Project Portfolio. This partnership operationalized the unfunded project request process, which leverages the newly created CAO Emerging Projects Investment Fund. The submission form, standard operating procedures, and workflows were developed by the Business Transformation Office.

During the last six months of 2022, the Business Transformation Office also continued to provide recommendations to CAO leadership and staff while tracking those recommendations in the enterprise improvement log, also known as the Improvement Register. Transactional survey data was integrated into the Improvement Register to increase the robustness of the analysis. To support the Voice of the Customer Report, which is developed in partnership with the Customer Experience Center and based on an analysis of the Improvement Register, the Business Transformation Office helped evaluate trend data, provide recommendations for highly important items and those that require CAO Immediate Office oversight, and ensure the report remained customer-centric. As a strategic initiative, the Improvement Register will evolve in 2023 to leverage other data sources to improve existing operations and services.

---

JUL - DEC 2022

12

Active high-priority,  
external projects

23

Completed high-  
priority CAO projects

# CAO Strategy Office

Early in the second half of 2022, the **CAO Strategy Office** worked towards finalizing the strategic priorities of the organization by coalescing four Goal Sponsor Teams comprised of senior leaders within the CAO. These teams are asked with guiding all efforts toward meeting their respective assigned strategic goal. By discussing and prioritizing which initiatives to pursue in support of each underlying strategic objective, the Goal Sponsor Teams formed a concise list of outcomes for the CAO to work towards or consider. Many of these initiatives have already been discussed in this report.

In addition to helping set resources in motion, the CAO Strategy Office consults on a wide range of business-unit-driven services and initiatives, including the House Office Supply Store remodel and improvements to technology support services. With the shift of the CAO's focus on



2022-2027 CAO Strategic Poster.

preparation for the Biennial Congressional Transition, the CAO Strategy Office was called upon to help the larger congressional community by developing strategies for their offices. Since 2017, the success of the CAO's strategic changes spurred interest in the CAO Strategy Office's services to lead strategy development for other House of Representatives organizations and now, the Senate.

On the House side, the CAO Strategy Office facilitated a strategic planning process for the relatively new House Office of Diversity & Inclusion. Working closely with their office leadership, the team set a clear mission and vision for the organization. Then, an offsite session was held with the entire team to determine relevant and concise goals, objectives, and values for the organization. This new plan is helping the House Office of Diversity & Inclusion re-focus and re-invigorate its efforts towards creating a sense of belonging in the House.

The CAO Strategy Office facilitated a strategic planning process for the Office of Congressional Accessibility Services. This small, but important, office sought to develop its first-ever strategic plan. The CAO Strategy Office worked with their



leadership to establish the organization's mission, vision, goals, and objectives and then worked with the team to define core values that represent the organization's culture. The Office of Congressional Accessibility Services will present their new strategy to its Board of Directors as it readies to execute its new plan.

In addition to leading CAO strategic efforts, the Office's Director of Strategy consulted with individual Member offices to help facilitate and guide strategy efforts for their incoming 118<sup>th</sup> congressional offices at their request, and received an invitation from the Congressional Data Task Force to begin attending their regular meetings. The Congressional Staff Academy asked the Director of Strategy to once again serve as an adjunct professor in 2023 and to prepare and deliver their course, "Leading with Strategy," as part of the Staff Academy's executive leadership curriculum. The course is specifically developed for Members, Chiefs of Staff, and other leaders within Member offices and Committees to help them set compelling strategies to define their purpose and align their activities, cultures, and resources towards achieving a collective vision.

# Budget and Staffing Charts

## FISCAL YEAR 2022 BUDGET TO ACTUAL REPORT (DATA AS OF 12/31/2022)

	Adjusted FY 2022 Budget	YTD Actuals	Available Balance	% of Budget Remaining
<b>Office of the Chief Administrative Officer</b>				
<b>Annual Funds</b>				
Personnel	\$80,428,848.09	\$80,428,848.09	-	0.00%
Non-Personnel	\$85,812,312.16	\$84,747,833.38	\$1,064,478.78	1.24%
<b>Total Annual Funds</b>	<b>\$166,241,160.25</b>	<b>\$165,176,681.47</b>	<b>\$1,064,478.78</b>	<b>0.64%</b>
<b>No Year Funds</b>				
<b>Total No Year Funds</b>	<b>\$30,128,350.00</b>	<b>\$17,960,394.19</b>	<b>\$12,167,955.81</b>	<b>40.39%</b>
<b>Total CAO Budget</b>	<b>\$196,369,510.25</b>	<b>\$183,137,075.66</b>	<b>\$13,232,434.59</b>	<b>6.74%</b>
<b>BC/DR</b>				
<b>Annual Funds</b>				
Personnel	\$2,304,000.00	\$2,197,711.97	\$106,288.03	4.61%
Non-Personal	\$15,508,861.00	\$14,937,803.28	\$571,057.72	3.68%
<b>Total Annual Funds</b>	<b>\$17,812,861.00</b>	<b>\$17,135,515.25</b>	<b>\$677,345.75</b>	<b>3.80%</b>
<b>No Year Funds</b>				
<b>Total No Year Funds</b>	<b>\$11,135,770.31</b>	<b>\$4,744,998.17</b>	<b>\$6,390,772.14</b>	<b>57.39%</b>
<b>Total BC/DR Budget</b>	<b>\$28,948,631.31</b>	<b>\$21,880,513.42</b>	<b>\$7,068,117.89</b>	<b>24.42%</b>

### Notes:

1. FY22 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2022 per P.L. 117-103 and any IPACs received as of 12/31/2022.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 12/31/22.

## FISCAL YEAR 2023 BUDGET TO ACTUAL REPORT (DATA AS OF 12/31/2022)

	Adjusted FY 2023 Budget	YTD Actuals	Available Balance	% of Budget Remaining
<b>Office of the Chief Administrative Officer</b>				
<b>Annual Funds</b>				
Personnel	\$23,040,169.97	\$20,524,190.59	\$2,515,979.38	10.92%
Non-Personnel	\$162,722,127.27	\$6,797,119.49	\$155,925,007.78	95.82%
<b>Total Annual Funds</b>	<b>\$185,762,297.24</b>	<b>\$27,321,310.08</b>	<b>\$158,440,987.16</b>	<b>85.29%</b>
<b>No Year Funds</b>				
<b>Total No Year Funds</b>	<b>\$25,977,000.00</b>	<b>\$2,392,304.80</b>	<b>\$23,584,695.20</b>	<b>90.79%</b>
<b>Total CAO Budget</b>	<b>\$211,739,297.24</b>	<b>\$29,713,614.88</b>	<b>\$182,025,682.36</b>	<b>85.97%</b>
<b>BC/DR</b>				
<b>Annual Funds</b>				
Personnel	\$2,925,000.00	\$656,961.49	\$2,268,038.51	77.54%
Non-Personnel	\$13,140,000.00	\$1,353,798.20	\$11,786,201.80	89.70%
<b>Total Annual Funds</b>	<b>\$16,065,000.00</b>	<b>\$2,010,759.69</b>	<b>\$14,054,240.31</b>	<b>87.48%</b>
<b>No Year Funds</b>				
<b>Total No Year Funds</b>	<b>\$11,239,501.60</b>	<b>-</b>	<b>\$11,239,501.60</b>	<b>100.00%</b>
<b>Total BC/DR Budget</b>	<b>\$27,304,501.60</b>	<b>\$2,010,759.69</b>	<b>\$25,293,741.91</b>	<b>92.64%</b>

## Notes:

1. FY23 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2023 per P.L. 117-328 and any IPACs received as of 12/31/2022."
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 12/31/22.

### CAO AND BC/DR STAFFING AS OF 12/31/22

	Current FTEs	Total Vacancies	Total FTEs
<b>CAO Positions</b>			
Acquisitions	30	0	30
CAO IO and Galleries	67	5	72
Customer Experience Center	58	5	63
Finance	89	9	98
HIR (not including BC/DR)	270	30	300
House Recording Studio	51	0	51
Human Resources	37	10	47
Office of Risk Management	4	2	6
Logistics and Support	125	7	132
<b>Total CAO Positions</b>	<b>731</b>	<b>68</b>	<b>799</b>
<b>BC/DR Positions</b>	<b>19</b>	<b>1</b>	<b>20</b>
<b>Total Positions</b>	<b>750</b>	<b>69</b>	<b>819</b>

Notes:

1. Personnel Data is as of December 31, 2022.







[facebook.com/CAOHouseofReps](https://facebook.com/CAOHouseofReps)



[@CAOHouse](https://twitter.com/CAOHouse)



[@HouseCreativeServices](https://instagram.com/HouseCreativeServices)